

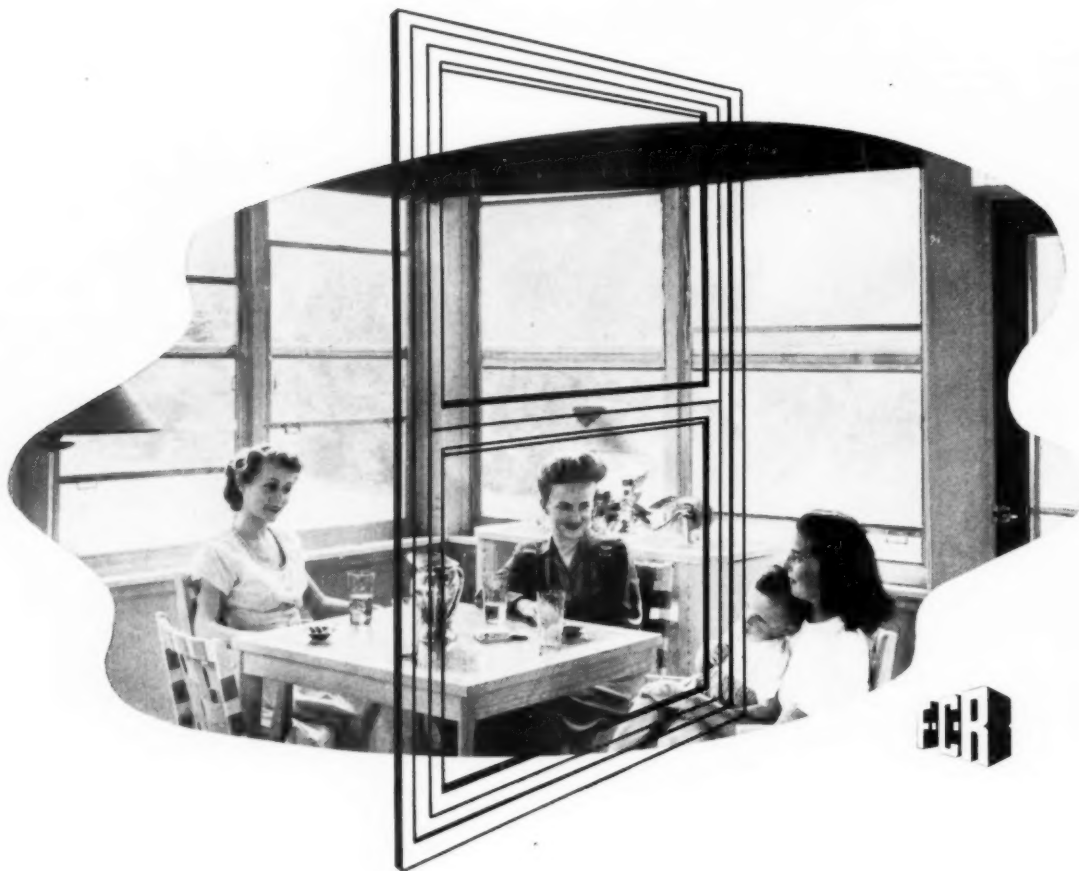
Sales Management

THE MAGAZINE OF MARKETING



★		★
★		★
★	Ten Major Reasons	★
★	Why Salesmen Fail	★
★	By Burton Bigelow	★
★	37	★
★		★
★		★
★	Alma Mater Is In Business Now	★
★	—Tax Free!	★
★	By A. G. Mezerik	★
★	56	★
★		★
★		★





Helping Salesmen to Keep “One Step Ahead”

To provide its sales personnel with an effective new sales tool, the F. C. Russell Company dramatized the exclusive features of its combination storm and screen sash in a full color motion picture, “One Step Ahead.”

By getting a national understanding of the extra values in custom-tailored sash, this motion picture—professionally produced by The Jam Handy Organization—is helping Russell Company salesmen keep “one step ahead.”

The
JAM HANDY
Organization

“One Step Ahead”

PRESENTATIONS • TRAINING ASSISTANCE • SLIDE FILMS • TELESVISUALS • MOTION PICTURES
NEW YORK 19 WASHINGTON, D.C. 6 PITTSBURGH 22 DETROIT 11 DAYTON 2 CHICAGO 1 LOS ANGELES 21

CA
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CANADA IS SOUTH OF THE U. S. A.— IN DETROIT



LIKE other towns we have the usual Board of Commerce "brags"—such as—the Ford Motor Company is the largest automobile plant—the J. L. Hudson Co. is the second largest department store in America, and—the Detroit Free Press was the first Detroit newspaper to hit the 400,000 mark in weekday circulation. (More—much more than that now.)

We also have another unusual Detroit feature. By a queer quirk of topography,

the Detroit River takes a bend nearby, which puts our city in the U. S. A., north of Canada.

Detroit IS an unusual market for anything. Our people are quick to respond and (which is important) able to purchase NOW. By using Detroit's only morning newspaper reaching over 436,000 homes you can do a better, lower cost job of selling in the Detroit market.

The Detroit Free Press

JOHN S. KNIGHT PUBLISHER

Story, Brooks & Finley, Inc., National Representatives

Sales Management

CONTENTS, DECEMBER 15, 1949

ADVERTISING

- Are cereal producers under-advertising in Los Angeles and San Francisco? Why do cereal sales stay up even when advertising is cut in "off-seasons"? 104

EXECUTIVE & MANAGEMENT PROBLEMS

- Why Carnation pulled up stakes and moved to California. Quick management decisions were needed but executives were scattered in four cities. Los Angeles was picked for its radio and television facilities 42

GENERAL

- Alma mater is in business now—tax free! College investments in profit-making enterprises now total a billion dollars. Are they "unfair" competition? 56
- Who buys what for Uncle Sam? The Military Procurement Information Center in Washington helps salesmen reach those with buying authority 90

MANPOWER

- Ten major reasons why salesmen fail—a new study of personnel in a mid-western feed producing plant, by Burton Bigelow 37

MARKETS

- The Canadian market: What's "different" about it? You must know the answer to this question if you want to tap the 10 billion dollar Canadian market. A penetrating report by Floyd S. Chalmers, Maclean-Hunter Publishing Co. 96
- Will home building and furnishings get the lion's share of the 2.8 billion dollar insurance refund? What a study of American Legion members shows about spending (and saving) intentions 84

MARKETING METHODS

- Short cuts in marketing industrial products abroad. When should you sell direct or through an agent? What about language and service difficulties? Here is how McCulloch Motors finds new markets for its chain saws 76

OPERATING SALESMEN

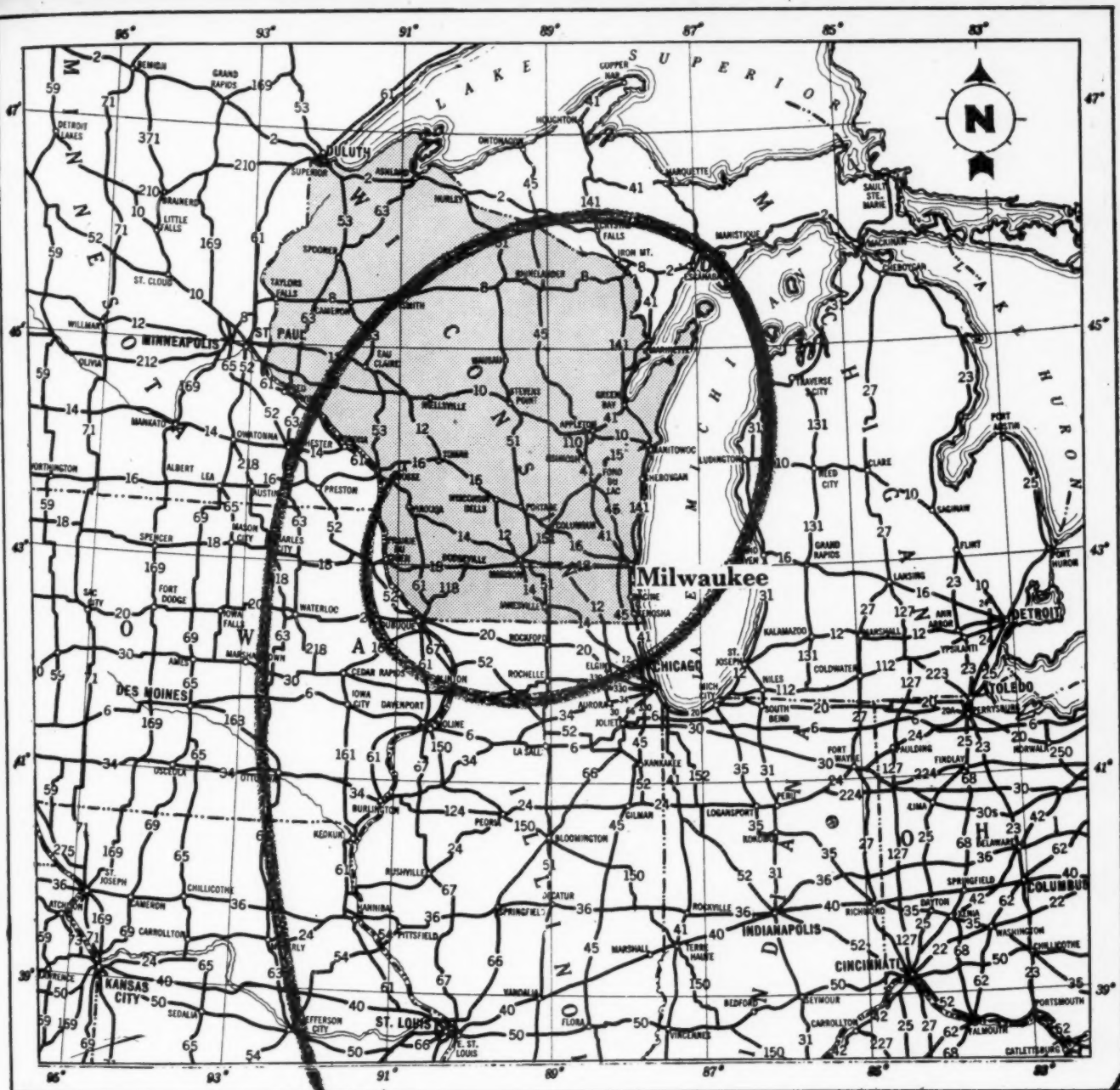
- Trouble spots in sales: How we locate and cure them, by Sumner J. Robinson, general sales manager, Bigelow-Sanford Carpet Co. 44

SALES TRAINING

- A training expert has his say in the "war of words." David R. Osborne puts in his two-cents' worth on the Hahn-Lacy fight talk controversy 60

DEPARTMENTS AND SERVICES

Advertisers' Index	119	News Reel	15
Campaigns & Marketing	110	Promotion	95
Coming Your Way	80	Readers' Service Bureau	103
Comment	120	Scratch Pad	20
Dear Editor	88	Shop Talk	74
The Human Side	8	Significant Trends	35
Marketing Pictographs	65	They're in the News	40
Media & Agency News	112	Tips	73
New Books for Marketing Men	118	Washington Bulletin Board	28



Business is Good!

Milwaukee's retail sales index of 343 in December was 24% above the average of 276 for all other U. S. cities of 500,000 or more population. These figures are from Sales Management "High Spot Cities" estimates based on December 1939 as 100.

Another sure index of buying activity is the record advertising volume in The Milwaukee Journal—over 40 million lines in the first full year

after space restrictions were lifted, representing a gain of more than 10 million lines.

In this "better-buying" big volume market, The Milwaukee Journal is read regularly in 95% of all City Zone homes.

The Milwaukee Journal

Represented by O'Mara & Ormsbee, Inc.

New York Chicago Detroit Los Angeles San Francisco



COMPLETE COVERAGE

of the Sioux City, Iowa

FOUR-STATE MARKET

750,059 People

The Greater Sioux City Market has a total population which almost equals that of Des Moines, Omaha and Kansas City combined!

Your sales message cannot reach this market by utilizing any medium or combination of mediums with anything like the effectiveness or completeness afforded by Sioux City's newspapers.

Sioux City, Iowa, lies nestled at the heart of one of the world's most productive agricultural districts. It is one of the TOP THREE cattle and hog markets in the nation. It is also an important manufacturing, wholesale and retail center. Its diversity in sources of income from farm, stockyards and factory gives it a basic soundness of economy equaled by few other sections of the country.

The combination of a good market and a good medium will produce good returns in Sioux City, Iowa,

ABC CITY ZONE
87,791

ABC RETAIL TRADING ZONE
662,268

The Sioux City Journal

JOURNAL-TRIBUNE

SIoux CITY, IOWA

GENERAL ADVERTISING REPRESENTATIVE
JANN & KELLEY, INC.
New York — Chicago — Detroit
Los Angeles — Atlanta — San Francisco



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December 15, 1949 Volume 63 No. 13



SALES MANAGEMENT

Here's a greater market for FOOD than these 30 cities combined!



Get your share of the MIDWEST *Farm* DOLLAR

Amazing market fact! Farmers in the Midwest 8 states buy more of 16 packaged foods than do all the families in the 30 *biggest cities* in these same states! Here's dramatic proof of the importance of this rich market—a market that can be sold all in one piece with the five locally-edited papers of the Midwest Farm Paper Unit. Investigate without delay! Your dealers prefer to have the products they sell advertised in these locally potent papers.

Midwest offices at: 250 Park Ave., New York • 59 East Madison Street, Chicago • 542 New Center Building, Detroit • Russ Building, San Francisco • 645 South Flower Street, Los Angeles

MIDWEST *Farm Paper* UNIT

MIDWEST FARMER • THE FARMER • WALLACES' FARMER & IOWA HOMESTEAD • WISCONSIN AGRICULTURIST and FARMER • NEBRASKA FARMER

Packaged Food Buying FARMS VS 30 BIGGEST CITIES IN EIGHT MIDWEST STATES

Packaged Food	MONTHLY EXPENDITURE PER FARM FAMILY	MONTHLY EXPENDITURE PER CITY FAMILY	MONTHLY EXPENDITURE FOR 1,370,618 FARM FAMILIES	MONTHLY EXPENDITURE FOR 2,064,253 CITY FAMILIES
1. Family Flour	\$1.096	\$0.214	\$1,502,197	\$441,750
2. Pancake Flour	0.082	0.041	112,391	84,634
3. Specialty Flour	0.040	0.014	54,825	28,900
4. Cocoa	0.057	0.035	78,125	72,249
5. Chocolate Syrup	0.046	0.024	63,048	49,542
6. Syrup	0.581	0.142	796,329	293,124
7. Molasses & Sorghum	0.058	0.015	79,496	30,964
8. Cake Trimmings, Frostings	0.014	0.007	19,189	14,450
9. Baking Powder	0.040	0.014	54,825	28,900
10. Baking Soda	0.016	0.009	21,930	18,578
11. Yeast	0.092	0.009	126,097	18,578
12. Corn Starch	0.019	0.008	26,042	16,514
13. Pectins	0.029	0.013	39,748	26,835
14. Rice	0.054	0.035	74,013	72,249
15. Cereals, To-Be-Cooked	0.234	0.105	320,725	216,747
16. Cereals, Ready-To-Serve	0.724	0.357	992,327	736,938

Note: In bulk foods the same farm buying leadership applies to Frozen Fruit, Canned Milk, and Honey.
Source: Red and Green Dollar Food Study, Midwest Farm Paper Unit, Inc. 1940 Census. Free copy on request.

MARKETS

Change

FAST



BIG APPETITES IN ALBANY

Big change from yesterday's cracker-barrel, too. This Albany Public Market is over 250 feet long, spreads out over 30,000 square feet. With a thousand-car parking lot, even their own railroad siding!

SMALL ALBANY GROCERY to ONE of LARGEST in U.S.

From a typical corner grocery shop to this immense food center—and still on the same Albany street! That's the "storybook" story of the Albany Public Market, now pulling in 50,000 hungry customers each week! Just one example of how super-markets are changing the buying habits...changing the buying sources of millions!

Such changes are happening not only in the food field, but in every field. Not only in Albany, but in every major market. Every day! And today's sales manager must plan his selling strategy against just such a changing market. That's why you need the solid, up-to-the-second market information your HAS man can give you!



HEARST ADVERTISING SERVICE

Knows THE CHANGING MARKETS

H.A.S. men have their fingers on the "sales pulse" of the ten major markets across the country which they represent. They've charted, classified, evaluated these markets block by block. Know the changes taking place constantly as population shifts, as retail areas move, as traffic is rerouted, as buying habits

change. As a result, the Hearst Newspaper Research and Marketing Departments' "Marketing Aids" have proven helpful to many sales and advertising executives. Perhaps, we can be of service to you. To investigate the possibilities, call or write the H.A.S. man nearest you today!

STRATEGIC MARKETING AIDS



MARKET ANALYSES

Market detail on population, sales, buying power, industries, and retail outlets in various classifications. Also includes comparative cov-

erage of all newspapers in each of ten markets. Prepared by the Research and Marketing Departments of Hearst Advertising Service.



TEN MARKET STUDY

Includes general characteristics, vacation activities, product rank at consumer level for general household items, food items, cosmetics and toiletries in ten major markets.



COMMODITY SURVEYS

Spotlight the distribution and sales rank of leading commodities among retail outlets in ten Hearst cities.



SALES OPERATING CONTROLS

Specific, flexible, practical, usable. 541,604 city blocks walked and analyzed 445,456 retail outlets and 3,037 shopping centers and streets located, to evaluate the sales potential of each of nine great markets.



AUTOMOTIVE STUDY

Indicates consumer likes, dislikes, buying habits, shopping habits and brand preferences for various commodities. Sponsored by Hearst Newspapers in ten major markets, conducted by Alfred Politz Research, Inc.

KNOW YOUR NEWSPAPER MAN TO KNOW YOUR MARKETS

Hearst Advertising Service

Herbert W. Beyea, General Manager • 959 8th Avenue, New York 19, N. Y.

Offices in principal cities representing	Baltimore News-Post American	Detroit Times	Los Angeles Examiner
New York Journal-American	Pittsburgh Sun-Telegraph	Boston Record-American Advertiser	Chicago Herald-American
San Francisco Examiner	Albany Times Union	Seattle Post-Intelligencer	

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The Human Side

THIS WAS THE YEAR . . .

. . . in which a desperate bartender in Manitowoc, Wis., provided an item for "How," house organ of the National Distillers Products Corp., by inventing, during the August dog days, a new drink called "The Hell with the Weather."

. . . in which Lady Esther gave, on May 9, a cocktail shindig called a "Kiss and Make-up Party" to introduce a new lipstick. The invitees, selected from "newspaper, theatrical, social, and political circles," were given duplicate invitations and identically numbered tags, which they sent on to the "make-up" friend of their choice. Said the instructions: "Leave the extra invitation and tag in the envelope. Without signing your name, address it to your 'make-up' friend. When you come to my party, wear your tag. It will correspond in number to the one worn by the person you have invited. Then you can catch-up, match-up—patch-up . . . in good company!" Some weighty editorial assignment kept us from attending, but so far as we know, no one was shot.

. . . in which the Citizens Committee to Save the Cable Cars in San Francisco came up with the idea of getting sponsors for each of 40 cable cars which, on a given day, were decorated for an all-day cavalcade. One car, sponsored by the Golden State Milk Co., substituted a mechanical moo for the everyday clang of bells, to warn pedestrians at intersections. Another, sponsored by Napa Valley Vintners and decorated with vine leaves and grapes, had a champagne launching.

. . . in which Prest-O-Lite Battery Co., Inc., in cooperation with Union Oil and the Wilco Co., hired (1) a Hollywood starlet; (2) a camel; (3) an "Arab" trainer to pose on Hollywood Blvd. for amateur and student shutter-bugs. Said the handout: "The camel is used as the advertising theme for the new Prest-O-Lite Hi-Level battery which, like the camel, carries a reserve liquid supply."

. . . in which a man by the name of Neel, of Louisville, Ky., resigned his position as adjudicator for the Veterans' Administration to invent and launch a better paper clip. One full-page advertisement in a business paper brought inquiries from 42 states, Canada, and South America.

. . . in which an engineer by the name of Langs, in Detroit, in a rash moment invented an adhesive brassière which he called "Posies." After several frantic months of coping with distribution and sales bottlenecks he sold out, with a thankful sigh, to Textron.

. . . in which J. J. Connolly Corp., makers of a new frankfurter roller-grill, won the Press Citation of the Year by 10 lengths over the nearest competition. They elected a Miss Grill, shot pictures of her with a lei and a crown of frankfurters, which they unashamedly sent out to magazines and newspapers.

. . . in which out in the Middle West a bunch of canny American Legionnaires, grand-dads all, persuaded the distillers of Old Grand-dad to sponsor an Old Grand-dad Post.

. . . in which the makers of Gaines dog food sponsored a "Lucky Dog" contest among the 35 million canines of America. The winner was a Dachshund, name of Conrad Von Wesdell. Connie won a trip to New York, a Crosley station wagon, a custom-built swimming pool with ramp, sliding board and water hydrant, a \$500 Saks Fifth Avenue gift certificate, a two-room dog house with a picture window, dog perfume, his portrait painted, his picture by Ylla, a beauty treatment by Blanche Saunders—and a king-size can of flea powder.

THE PLASTIC SANTA CLAUS

If the toy merchants of the U. S. don't manage to sell you a plastic plaything this year for the youngster on your Christmas list, it won't be because Monsanto Chemical Co. hasn't been offering them every assistance. Monsanto, for whom plastics are a comparatively new venture, has been going all-out to build its Plastics Division into a big thing, and this Christmas promotion, in which the company is offering dealers a complete plastic toy promotion package, including window trims, banners, reprints, sell-



ing lines, etc., is keyed to Monsanto's national advertising. The company launched the campaign on November 19, as part of a three-year-old continuing national campaign to help its customers sell more and better plastic merchandise.

The opening gun in Monsanto's Christmas campaign was fired in *The Saturday Evening Post*—a full-page advertisement featuring "the real Santa Claus." He's Jim Yellig, postmaster of Santa Claus, Ind. Every year hundreds of thousands of parents send letters to their kids addressed to Santa Claus, Ind., and have them forwarded. That Santa Claus postmark rings the bell. And Monsanto hopes it will ring some plastic bells, too. The advertise-

SALES MANAGEMENT

How to observe mass retailer activity *in any line!*

If you had the time each day to read every advertisement in every one of the 1748 daily newspapers published in the U. S., you would have a very definite idea of what brands the retailers of each city are pushing. Of course, *you* couldn't do it—lacking time and facilities, but—

ACB can do this job for you. It is a simple matter for ACB to check every advertisement that retailers run on your brand and on those competitive brands that you may want to watch.

This information can be furnished in the form of "tear pages"—or can be tabulated for you in concise report form. *You can tell at a glance* where you are strong—and where you are weak in dealer support. With this information, you can direct sales and advertising policy to your needs . . . tell your salesmen which of their dealers are lagging.

Your dealer advertising in the local newspapers does a job for you! Whether it comes to you free or on an allowance basis, it is a most important part of your promotion. It is a recommendation by the community's local merchant . . . an offer to sell from stock on hand at a specified price.

ACB Research Services enable you to do a thorough, efficient job in directing what the retailer tells the consumer about your brand.

**Send
for free
ACB
Catalog!**

Gives details of 12 research services—covers a wide range of subjects—tells how to estimate cost—suggests many applications of information furnished—gives names of satisfied users.



The
**ADVERTISING
CHECKING BUREAU
INC.**

SALES MANAGER



NEW YORK (16), 79 Madison Ave. • CHICAGO (5), 538 South Clark St. • MEMPHIS (3), 161 Jefferson St. • SAN FRANCISCO (5), 16 First St.

DECEMBER 15, 1949



SANTA AND FRIENDS . . . he's Jim Yellig, and he's post-master of Santa Claus, Ind. Furthermore, he's a good friend of Monsanto Chemical Co., too! He works for them.

ment in the *Post* is in full-color, pictures Yellig in Santa uniform and, directly beneath, in business clothes, in front of the Santa Claus post office. "Thinking of playing Santa this year?" it asks. The copy then urges the reader to make the toys *plastic* ones. Pictured, too, are the plastic toy offerings—railroads, doll furniture, tea sets, mechanical mixer—of six leading toy manufacturers (with names mentioned) who produce their delights from Monsanto Plastics.

In four business publications the company carries the idea further. Direct mail to the manufacturer himself, tries to sell him on the idea of producing plastic toys, not

for this Christmas, but next. There's another picture of "Santa Claus" Yellig, in front of his little gingerbread post office. And the copy points out that this year Monsanto is giving manufacturers of Monsanto plastic toys a big assist with the special "promotion package" and the big advertising campaign. The manufacturer is urged to "join the promotional parade *today*." A squib of copy asks him to write to Monsanto and learn about its profit-sharing toy promotion and the other promotions that will follow. If he'd like to receive the *Plastics Merchandiser*, there's a coupon to clip.

Monsanto says that through its large-scale Christmas toy promotion it hopes to accomplish four things: (1) sell consumers on the actual products illustrated; (2) identify these plastic products in the consumer's mind with Monsanto Plastics; (3) sell retailers on the merchandising possibilities in plastics; (4) sell the plastics industry on the versatility of Monsanto's wide range of plastics materials.

The final follow-up in an intensive direct mail campaign to assure wide store participation will come direct from Santa Claus (Indiana). A post card, featuring the official Santa—Yellig, of course—will be mailed to 4,000 stores, reminding them of Monsanto's tie-in with Santa Claus.

Yellig is not merely a post office clerk. He's a showman as well. He lives his "part" 365 days a year. Commander of his American Legion post, he takes his Santa suit and real reindeer to eight or 10 Legion parades each year, even in summer's dog days. Says he has lost as much as 10 pounds in a single summer day, while wearing his costume!

"faster 'fill-ins' speed turnover!"

says *The* **MAY** *Company*

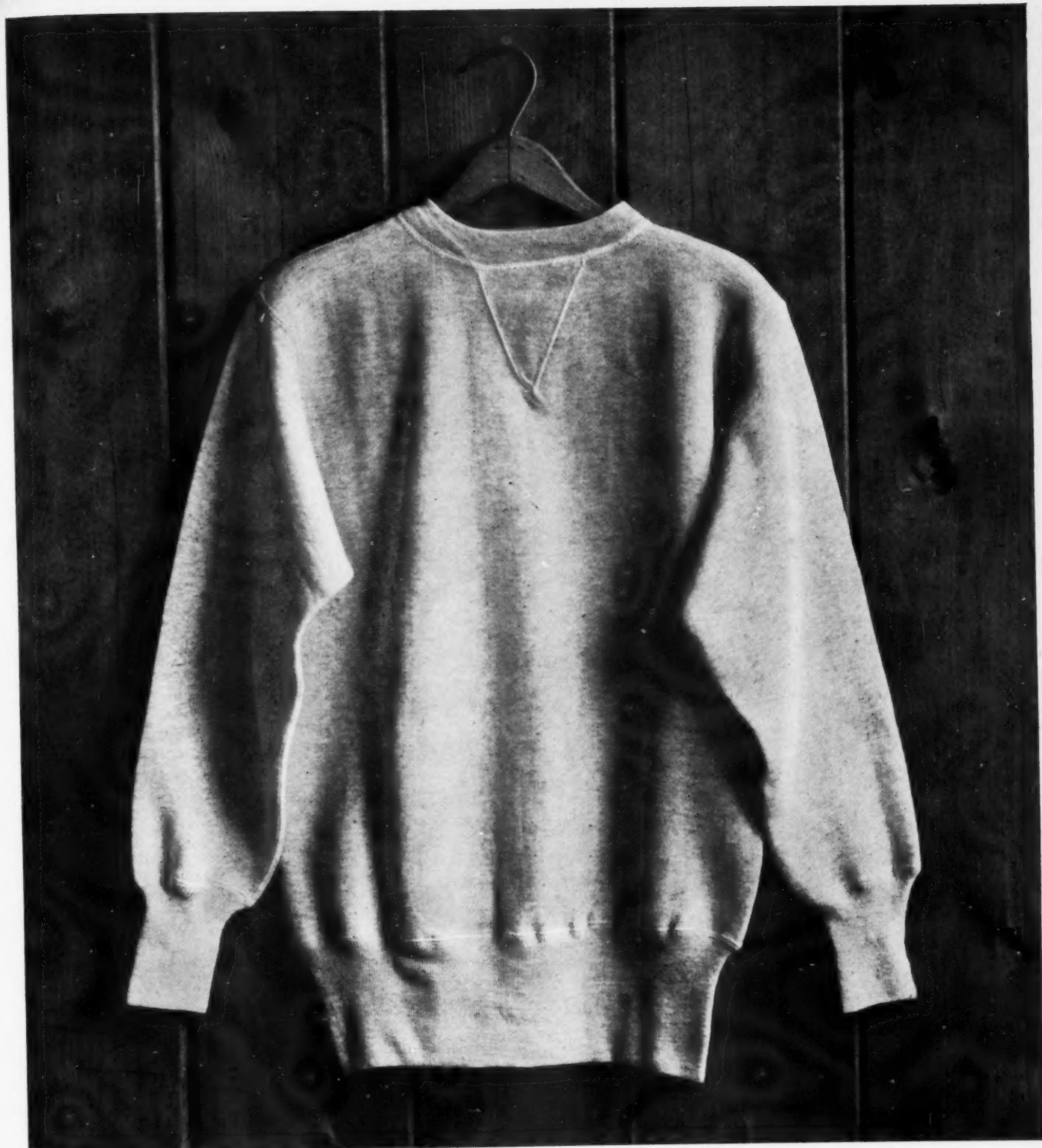
leading Cleveland
department store

"The use of Capital AIRFREIGHT to rush needed 'fill-ins' from the country's markets helps The May Company increase turnover . . . and live up to its 50 year reputation of 'You can always get it at The May Company' ", so writes the management of Cleveland's nationally famous department store.

Operating with minimum inventories and re-ordering "hot sellers" and "fill-ins" for Overnight Delivery via Capital AIRFREIGHT is a *profit* way to modern retailing.

Let us furnish you with complete information and rate data on Capital AIRFREIGHT today . . .





One secret of successful advertising

(IT'S A SWEATSHIRT)

YOUNG & RUBICAM, INC.

Advertising

New York Chicago Detroit San Francisco
Hollywood Montreal Toronto Mexico City London

Things A Doorbell Dick Can't Tell You

by Grady A. Maxim

Even in the heyday of the Gallup Polls, there was one person who didn't believe you could solve all your problems if you just rang enough doorbells, asked enough questions, and believed enough of the answers you got.

He was an advertiser—with a well-styled, high-quality product to sell. He knew he could never do business in a big way unless his dealers pulled in people who were *pre-conditioned* to the use of quality products. He realized that—unless they were genuinely eager to better their living—plenty of people could get along without his product very nicely.

He had to make his pitch for increased volume to a *very special customer group*. A group with a taste for the newest and finest—with real enthusiasm for quality products. A group with bigger-than-average incomes and higher-than-average standards. The kind of group that is inevitably drawn toward the authoritative editorial content of the magazine dedicated to better living—House Beautiful.

Isn't that the kind of advertising job you want to do?

Agreed. Then how do you go about selecting *your* kind of customers from the daily floor traffic in the stores?

Step into any store you regard as a good outlet for your product. Watch the customers who are buying in the department that sells products like yours. When they're free, ask them:

"What magazines featuring home furnishings have you read in the past month?"

House Beautiful will get nearly twice as many mentions per 100,000 circulation as any other magazine you may be considering. In most cases, House Beautiful will show four or five times the strength of other magazines at the point of sale.

That's been proven! House Beautiful itself tried it out—in twenty-seven key cities from coast to coast. And no matter which store they sampled, no matter what the character of the city, House Beautiful kept finding the lion's share of buying being done by the very special customer group they deliver to you.



DON'T LET YOUR WIFE READ HOUSE BEAUTIFUL unless you want her to buy appliances.



*They read
House Beautiful
because
they want
the most efficient
appliances*

*and they buy
more appliances
because they read*

House Beautiful

The magazine that creates more Sales Action



Carfare Isn't Small Change

Not When You Find 560,000 Quality-Minded Families Who Have Plenty of It!

One thing seems certain about House Beautiful's 560,000 reader families. They know how to drive! 91.7% of them own cars (that breaks down to an average of 1.28 cars per family).

29.6% of them own two or more cars. And there's every reason to believe that an even larger percentage will move into the multiple-car-ownership brackets now that auto production has caught up with demand.

Cars are, after all, a big part of the better living House Beautiful families are interested in. And, because cars are undeniably a family purchase—maybe the most important family purchase of all—more and more manufacturers of automobiles and automobile accessories are going after their surest family market in the pages of House Beautiful.

Even if you *don't* sell automobiles, it's worth remembering that 61.0% of House Beautiful subscribers earn in excess of \$7500 per year. They believe in the House Beautiful motto "Better Your Home... Better Your Living." And they have what it takes to do it!

Files on Parade

One of the surest tests of a magazine's authority in its field is the preservation-value its readers attach to each issue. 59.7% of House Beautiful's subscriber families save every copy—month in, month out. Of the remaining subscriber families, all but 2% pass the magazine on to friends or their local libraries and clubs.

Each issue of House Beautiful averages 2.5 readers per copy during the month following publication. But, judging from the mail orders House Beautiful advertisers keep receiving long after an ad has run, the reader-average-per-copy keeps growing steadily with time.

What does this mean to you? It means business! Because, not only do House Beautiful's subscribers think enough of the magazine to save it, but they *also* read it from cover to cover. In fact—64.5% of all House Beautiful subscribers read every line (including advertising) that House Beautiful prints!

FOR SALE

to responsible party, choice location suitable for building sales. Unlimited space available, or will subdivide. Distinguished neighbors. Excellent investment. References exchanged.

HOUSE BEAUTIFUL

572 Madison Avenue
New York, New York






*He reads
House Beautiful
because
he sells home
appliances*

*and he sells more
home appliances because
he reads*

House Beautiful

The magazine that sells both sides of the counter



OVER 9000 IOWA FAMILIES INTERVIEWED IN 1949 SURVEY!

DR. FOREST L. WHAN and his Wichita University staff interviewed over 9,000 Iowa families (*1 out of every 85 in the State!*) to secure the data now available in the 1949 Iowa Radio Audience Survey.*

These families represent a mathematical cross-section of Iowa's city, town and farm audience. Thus the Survey is not only able to make revealing *comparisons between* urban and rural listening habits, but also gives typical characteristics of the Iowa audience *as a whole*.

In addition to all the standard information for which the Survey is famed, the 1949 Edition contains much new and valuable data about *changes* that have taken place in Iowa listening habits, *since 1941*.

Every advertising and marketing man who is interested in Iowa radio should have a copy of this remarkable Survey. Get yours today! *Write WHO, or ask Free & Peters.*

*The 1949 Iowa Radio Audience Survey is a "must" for every advertising, sales or marketing man who is interested in Iowa.

The 1949 Edition is the twelfth annual study of radio listening habits in Iowa. It was made by Dr. F. L. Whan of Wichita University—is based on personal interview with over 9,000 Iowa families, scientifically selected from cities, towns, villages and farms all over the State.

As a service to the sales, advertising and research professions, WHO will gladly send a copy of the 1949 Survey to anyone interested in the subjects covered.

WHO

+ for Iowa PLUS +

Des Moines . . . 50,000 Watts

Col. B. J. Palmer, *President*

P. A. Loyet, *Resident Manager*



FREE & PETERS, INC.
National Representatives

NEWS REEL



ROBERT G. BROWN

For the past 10 years president and general manager of Rolls Razor, Inc., is appointed vice-president and sales manager of De Long Hook & Eye Co.



E. HOY McCONNELL

Appointed merchandising manager of the Horton Manufacturing Co., Fort Wayne, Ind., will also continue in charge of advertising and sales promotion.



THOMAS W. BALFE

Vice-president and director of sales, National Distillers Products Corp., is elected president of the White Rock Corp., a wholly-owned subsidiary.



WILLIAM M. MARTENIS

In newly created post, manager of sales engineering, Minneapolis-Honeywell Regulator Co., to coordinate sales, engineering departments' activities.



ROBERT WEBER

To become a member of the firm, D'Arcy Printing & Lithograph Co., with the office of vice-president in charge of sales and sales promotion, January 2.



A. C. TRAUB

Promoted to manager of Stoker & Heating Division of Fairbanks, Morse & Co., he replaces F. J. Kluempers, now in General Dealer Sales Division.



ALBERT G. CROCKETT

Newly named manager of Distributor Sales for Mack-International Motor Truck Corp., heads firm's domestic and Canadian wholesale organization.



WALTER G. PFEIFFER

Promoted to general sales manager of The Reynolds & Reynolds Co., he will head the combined sales activities of the Commercial and Systems Divisions.

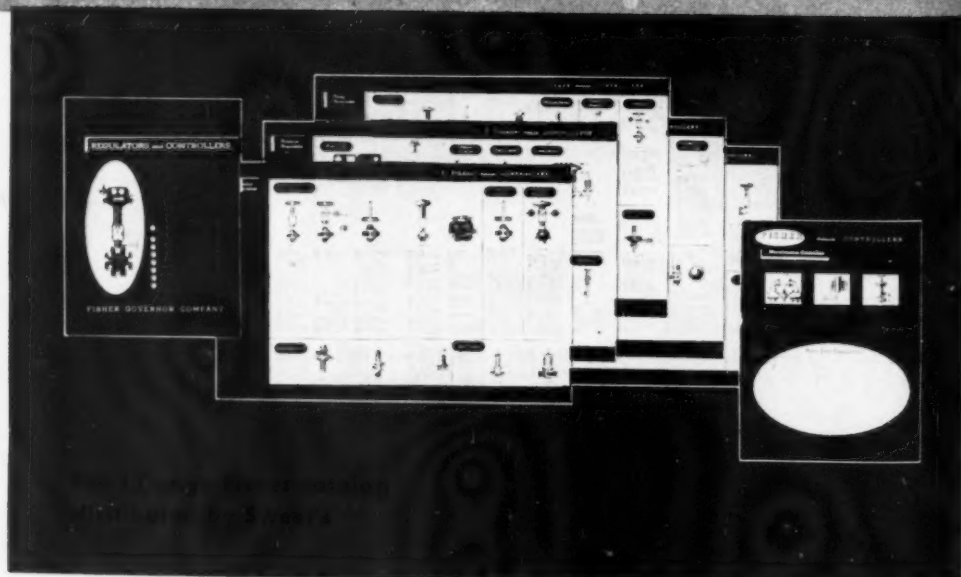
how

FISHER GOVERNOR COMPANY

KEEPS 50,000 CATALOGS

ON THE JOB

IN PROSPECTS' OFFICES



"Several years ago Sweet's made a study of our catalog program. As a result of this study, their catalog consultant in Chicago submitted a plan for a 12-page Fisher catalog designed to effect a saving in the cost of our catalog program.

"We have used this 12-page design (with appropriate yearly revisions) ever since.

"This catalog describes the Fisher line of control equipment in sufficient detail so that our prospects can make a preliminary selection and then call the nearest Fisher representative—listed on the back cover—for detailed engineering information and prices.

"Sweet's production and printing facilities make this catalog an inexpensive one that we can afford to distribute widely—pre-filed in Sweet's Files—handed out by Fisher representatives—used in answering general inquiries for information.

"We save by eliminating the necessity of always distributing a number of more expensive, detailed engineering bulletins to prospects who do not require them for preliminary selection of Fisher equipment."

John J. Mullen, Advertising Manager
Fisher Governor Company

SWEET'S HAS SERVED
FISHER GOVERNOR COMPANY
FOR 32 YEARS

MORE THAN 1100 MANUFACTURERS DISTRIBUTE THEIR CATALOGS THROUGH SWEET'S

Sweet's catalog service

DIVISION OF F.W. DODGE CORPORATION • 119 WEST 40th STREET, NEW YORK 18, N.Y.

GETS THE RIGHT INFORMATION . . . TO THE RIGHT PEOPLE . . . AT THE RIGHT TIME

DECEMBER 15, 1949

Here's the way

Sweet's Catalog Service

works for you:

CATALOG DESIGN

Custom catalog design by Sweet's starts with consultation with you to determine what information is needed to bring about the buying action you desire—specification, request for sales call, direct order. Then follows organization of the information in a basic pattern for making your catalog easy to use and to understand. Next comes selection of the most effective form for the clearest statement of each fact—text, table, diagram, illustration. The result is a unit of buying information, specially designed to bring you and your future customers together in the shortest time and with the least effort.

CATALOG PRODUCTION

Because of the great number of manufacturers' catalogs handled each year, printing by Sweet's offers you the economies of quantity production with no sacrifice of quality. You may order your catalogs in any desired quantity—part to be distributed by Sweet's and part, if you wish, to be delivered to you. If you prefer, you may print your own catalogs and deliver them to Sweet's for filing and distribution, in which case charges are lower than those for the complete service.

CATALOG DISTRIBUTION

When your catalog is distributed by Sweet's, it is delivered to prospects of top rank buying power in the markets of interest to you. Sweet's spends more than \$150,000 yearly to locate, qualify and select the firms and individuals who represent the bulk of buying power in each market served. Furthermore, your catalog remains in the office of each recipient, instantly accessible at all times. This is accomplished by distributing it in a bound, indexed collection (file) of manufacturers' catalogs. According to thousands of users of these files, this is the most effective method of getting catalogs used by prospective customers.

IN PITTSBURGH

you can buy the

BIG CIRCULATION



and still
Route Your Advertising

as you Route your Salesmen



PITTSBURGH

POST-GAZETTE

Yes, you get BOTH big advantages in Pittsburgh's Post-Gazette. For not only does the Post-Gazette call on more total families by far than any other Pittsburgh daily—but it is the only newspaper that routes your advertising as you route your salesmen to help sell the million central city people—and then travels beyond to sing the same selling song to the two million more who live in and around the 144 cities and towns of 1,000 to 75,000 population.

**Largest Circulation of Any
Pittsburgh Daily Newspaper**

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.



his kingdom for a horse...

by James Davis, New York News

Most press agents are former newspaper men...but not Jim Davis. For ten years he plugged Broadway shows, then came to The News... Found picture captions cramped his style, and last year switched to rewrite so he could take more than three lines to a story... The following piece (from the Sunday News) about a man and a horse perhaps reflects his strong personal interest, as Davis was a four time loser (\$8) on the same horse...



Rocklye is a glossy, wavy-maned chestnut filly by Lovely Night-Rockdale, by Trap Rock. She's 4 years old. Eddie Every is a building superintendent in Brooklyn. He's 37. He thinks Rocklye is the greatest thing that happened since the automatic furnace stoker.

Rocklye has run in four races since Jamaica opened April 1. And every time, Eddie was there, mutuel tickets clutched in hand, cheering for Rocklye. Eddie never cashed a ticket on Rocklye. No one ever had cashed a win ticket on her.

Yesterday in Brooklyn Felony Court, Eddie was told that it may be a little while before he has the opportunity of seeing Rocklye in action again. His employer, a real estate agent, was responsible. He charged that Eddie bought those mutuel tickets with money he withheld from rents collected.

Eddie was held in \$2,500 bail for grand jury action on a grand larceny complaint brought by the agent, Rudolph Federman, of 636 Howard Ave., Brooklyn.

Federman said that the superintendent swiped a total of \$1,000 from rent collections at the apartment building at 560 Lefferts Ave., Brooklyn.

The last of the \$1,000 went on Rocklye's light tan nose Thursday in the second race at Jamaica, police said. And it was a combination of the filly and another Eddie, the great jockey Eddie Arcaro, who did him in, they added.

Eddie's dough was only a small part of the \$112,526 bet on the combination of Rocklye, odds on favorite, and Arcaro. After 18 fruitless gallops, Rocklye was at last to win a race.

Rocklye was sprinting along in front of the pack in that race until, half-way down the stretch, Rocklye saw another filly, a year younger than Rocklye, coming up on the outside. Rocklye drifted over to get a good look at the fresh thing, a dark brown lass. Arcaro batted Rocklye a good one, but Rocklye paid him scant heed.



Rocklye won by a full length — and was promptly disqualified for interference.

Eddie was arrested the next morning. Eddie Every that is.

Screwy story? ... May be—but it's typical of what makes The News more read by more people than any other US newspaper ... Typical, too, of what gets advertising in The News more read by seven out of ten families in the New York metropolitan market... and gets advertisers more results!

Circulation now exceeds
Daily ... 2,200,000
Sunday ... 4,350,000



The *Elks* market for MEN'S APPAREL

In The Elks Magazine, you reach over 970,000 men to whom good grooming is both desirable and necessary.

For 51.9% of Elks are business owners ... 46.1% are administrative and operating executives ... 11.6% are professional men. With a median annual combined family income of \$5,472.33, Elks are financially able to buy the best in men's apparel.

YOU'LL SELL IT...IF YOU TELL IT IN

THE *Elks* MAGAZINE

NEW YORK • CHICAGO • DETROIT • LOS ANGELES

WHICH CHEMICAL PUBLICATION HITS BUYERS' DESKS WITH MARKET NEWS AHEAD OF THE PACK?

IT IS

OPD

NEWS FORMS CLOSE 4 P.M. FRIDAY
PAPER DELIVERED 9 A.M. MONDAY

- The whole week's round-up of Chemical News
- 5000-6000 Quotations
- 2957 Pages of Chemicals Advertising last year

May we send you a sample copy of
O.P.D.?



Oil, Paint and Drug Reporter

For Chemicals Buyers
The Market Authority since 1871

Schnell Publishing Co., Inc.
59 John Street, New York 7

• Cleveland 22—H. G. Seed, 17717 Lomond Blvd., Long.
0544 • Los Angeles 14—The Robt. W. Walker Co., 684 S.
Lafayette Park Pl., Drexel 4338 • San Francisco 4—The
Robt. W. Walker Co., 68 Post Street, SUTTER 1-3568.



BY T. HARRY THOMPSON

It transpires that Russia has had the atom-bomb since 1947, and hasn't yet dropped it on us. Feel better?

Horned-toad version: 8 more hopping-days till Christmas.

"Kids will swallow anything."—Rufus Jarman in the *Post*. So will voters.

FUTURE TENSE: What tomorrow's Boy Scouts will pitch.

Couple of months ago, Reader Henry Obermeyer quit as v.p. of New York's Consolidated Edison to become a v.p. of Bozell & Jacobs, Inc., advertising and public relations, also New York. Good luck, Henry!

And Reader Del Bauman, a baker in Dallas, is "mad at me," for passing on my doctor's tip to cut down to one slice of bread a day when fighting the "battle-of-the-bulge." Having cut down, Del, I'm now back to six slices a day. Okay?

On the threshold of a new year, I'd like to envision a year without a coal strike, a steel strike, or a transportation strike. Wouldn't you?

I always thought "CBS" meant "Columbia Broadcasting System." It does; but, in Florida, it also means "concrete block structure."

Macy's is probably toying with a rhyming tag for its famous slogan: "It's smart to be thrifty in nineteen-fifty."

In the unification squabble, the column recommends this parody to the Navy's top brass: "Rancors Awake!"

The rash of bungalow-building recalls an oldie. Asked why it was called a "bungalow," the owner said, "The builder made a *bungle* of it, and I still owe for it."

HEADLINE PARADE

Mind if we talk about our operation?—*American Airlines*.

You can't beat these drums!—*Continental Can*.

Someone lovely has just passed by!—"Divine" Perfume, by D'O'Orsay.

I married a redhead.—*Book-title*. Stay out of my store!—Billy Grossman, *Wines & Liquors*.

Wonder if P. M. Whisky gives salesmen p.m.'s?

As a world's champion second-guesser, my favorite proverb is "Look before you e're you leap." Now, that is, Son!

Tessie O'Paque says that, for people on a diet, a banquet is a fate worse than death.

Don't suppose a well-known carrier would like a theme-song: "Just a Bigelow."

"Come in and let us show you just how little money it takes to become a Pontiac owner. You'll be pleasantly surprised—because it's a *lot less* than you think!" Don't tell me; let me guess.

BEE-HIVE: Cockney for "Be good!"

Steel-workers thought the old saying was: "Strike while the steel is hot."

"Making milk with a tractor," said an article in *Country Gent*. Caterpillar milk?

Cadillac magazine-advertising seems to be sticking its necklace out.

Dep't. of Understatement: "Florida, the Sunshine State."

How you going to get a boy to brush his teeth after he can buy ammoniated chewing-gum, soon to be marketed?

It was the late Dory Creamer who headed a Prince Albert pipe-tobacco ad about this time of year: "For your Christmas 'him.'"

George W. Coupe is a car-dealer at Glenside, Pa.

Move right in with Young Mr. & Mrs. ...



Tell your story to America's new
home-in-the-making market!

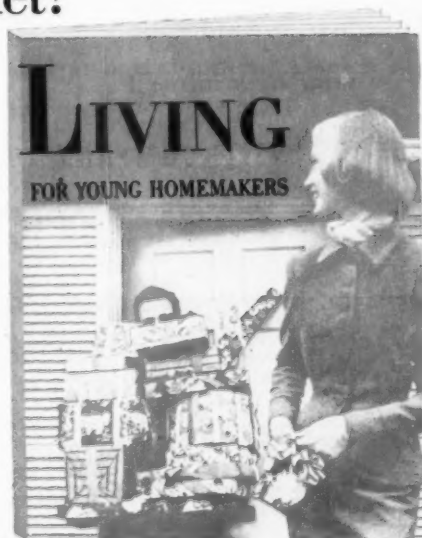
Tell it now . . . while their homes are literally in the making . . . while young Mr. & Mrs. are buying everything—from coasters to carpets!

Tell it in the eagerly-awaited, closely-studied pages of the *only* magazine edited exclusively for young Mr. & Mrs. . . . the *only* magazine serving America's *new* generation of homemakers . . . **LIVING FOR YOUNG HOMEMAKERS.**

A Street & Smith Publication

ADVERTISING OFFICES:

New York • Los Angeles • Cleveland • Chicago • Boston • Atlanta



**12 ISSUES
A YEAR**

STARTING FEB. 1950

New Fall Issue

(NOV.-DEC.)

Now on Sale



It Takes Carefully Selected Agents Like MAYFLOWER'S To Provide DEPENDABLE SERVICE

● Your local Mayflower agent can help you better than anyone else in arranging long-distance moving service for your employees. This is not only because he offers Mayflower Long-Distance Moving Service—America's finest—but because he is a competent, well-equipped, responsible warehouseman—a *leader* in his community.

In addition, Mayflower has equipped every agent to save both you and the people you are moving the maximum of time, trouble and work. They take the whole moving job off your hands—make all the arrangements—and see that it is completed to your entire satisfaction. Why not call *your* local Mayflower agent, and see how much he can help you on your next moves!

AERO MAYFLOWER TRANSIT COMPANY • Indianapolis

Mayflower's organization of selected warehouse agents provides on-the-spot representation at the most points in the United States and Canada. Your local Mayflower agent is listed in the classified section of your telephone directory.



Who remembers Ed Wynn describing the Montague and Capulet families (Romeo & Juliet) living next door to each other, with an *avenue* between, which Ed called a sort of house-to-house canvas?

“Fish Factory Fire Causes Plant Hunt.”—Headline. Now, what in the world is a fish factory?

Martin Olsen thinks car-manufacturers miss a trick by putting merely the *model*-names on the cars without preceding them by the makes of the machines. For example, why not “Cadillac Fleetwood” instead of just “Fleetwood”?

A. Fibel, s.m. of New York Necchi Sewing Machine Sales Corp. tears off a few slogans. For Bulova: “Watch the wrist of the world go by.” For a sewing-machine sales company other than Necchi: “Our machine keeps 'em in stitches.”

Jack Gross, former Biow researcher now free-lancing at 328 West 83rd, Manhattan, writes: “At a recent meeting, the sales manager suggested that the quality most necessary to get ahead was printed on the door through which he had just passed. Unfortunately, when the salesman looked up, all they saw was ‘PULL’ in big, black letters on the inside of the swinging door.”

The same correspondent says that during a recent market-research job on mattresses, he found that *bed* mattresses are a big item, what with so great a turnover! The point is beginning to soak in, Jack.

Tup Way, of Olmstead & Foley Minneapolis agency, sends along a series of sermonettes his firm has been postcarding to prospects. Quite worthy: “Pin-up girls notwithstanding, there are few things prettier than a sales-curve with an uplift” . . . “If your ad has *meat*, it'll yield plenty of *gravy*” . . . “You need two-fisted advertising when you're fighting for sales.”

Young & Rubicam reminds us that self-service stores do two-thirds of the grocery business, and an increasing share of drug and toiletry business. Ah, yes; *teach 'em to reach*.

NIT—“Think blotters are a good form of advertising?”

WIT—“Yeah; especially saturation advertising.”

The column wishes you a truly magnificent Christmas!

FOIL **BOX** BOOSTS **TOY** SALES



*The striking Foil Carton
for Constellation model airplanes
produced by United*

Toys, just as do cosmetics, foods, hardware,
and hundreds of other products, depend heavily
on impulse buying. And here is where Foil Cartons
outshine every other packaging material.

Their light-reflecting surface attracts the eye, holds attention
... clinches sales. Every day more products are packaged
in Foil Cartons. How about your product? Does it stand out
on crowded shelves and counters? Does it stop
the shopper's roaming eye? Does it outsell competition?
It will in Foil Cartons. Let us show you how.



UNITED BOARD AND CARTON
Corporation

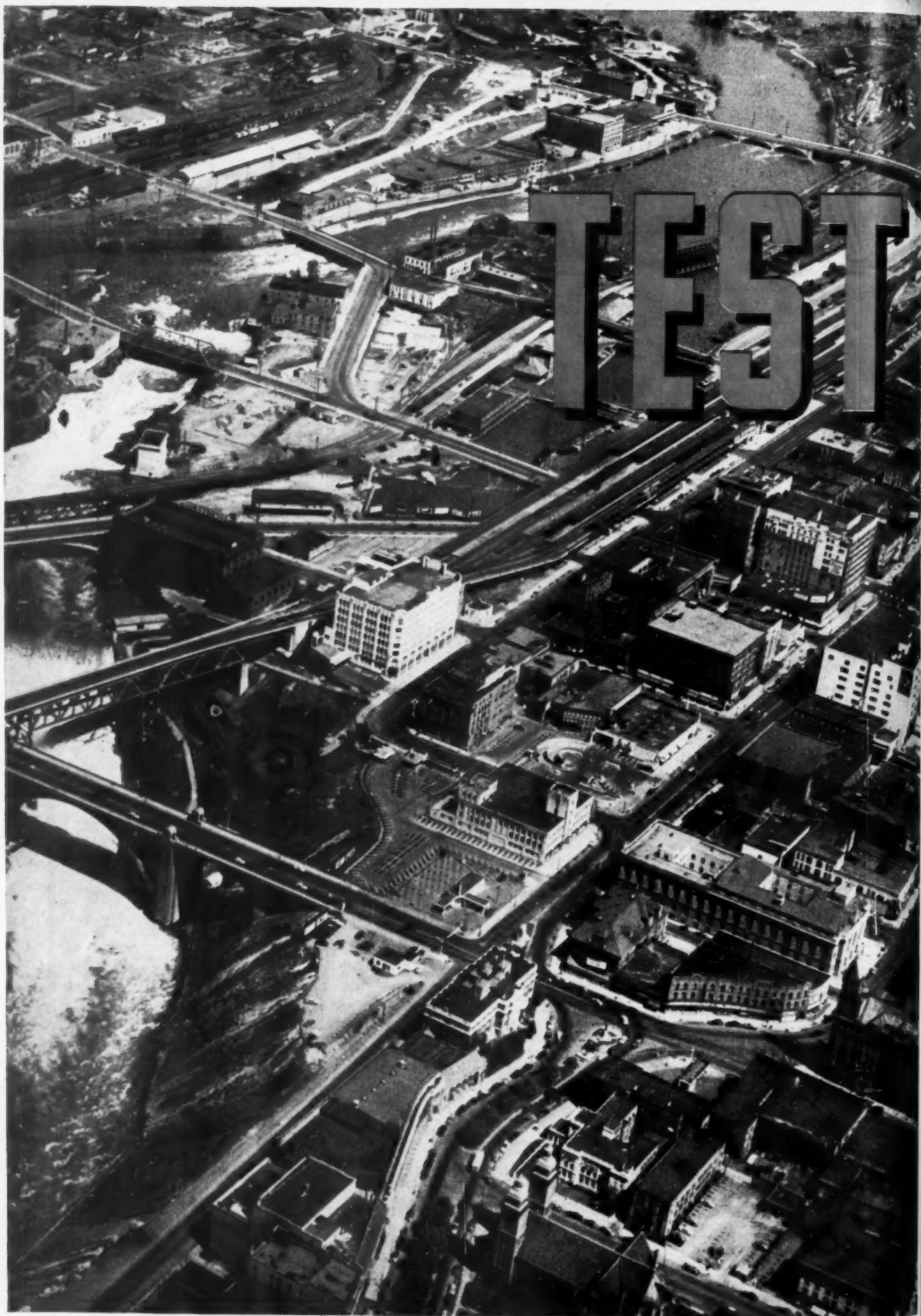
P. O. Box 1318 • Syracuse, New York

Board Mills:

Lockport, N. Y.; Thomson, N. Y.; Urbana, O.

Carton Plants:

Victory Mills, N. Y.; Syracuse, N. Y.; Brooklyn, N. Y.; Cohoes, N. Y.; Springfield, O.



SPOKANE—Great test city—hub of a great test market

where the Test is Best!

THE BIG SPOKANE MARKET

Diversified Industry, Business and Agriculture—Lumbering, Mining, Farming, and Manufacturing provide diversity and stability of employment for residents who live in communities of all kinds and sizes from college towns to mining centers.

Isolated From Other Markets—the Spokane Market is bounded on all four sides by great mountain ranges. Spokane, hub of the productive trade area, is over 300 miles distant from any city of equal size. Tests are unaffected by sales efforts being made elsewhere.

Typical Population Make-up—the Spokane Market is composed of a responsive, diversified population—rural non-farm, 31.9%—rural farm, 29.7%—cities, 2500 to 30,000, 22.2%—metropolitan (Spokane), 16.2%.

Outstanding Test Record—Agencies and Manufacturers surveyed by Sales Management (September 1, 1947) placed Spokane 14th among 140 test cities and 2nd among Pacific Coast cities of 100,000 to 500,000 population. Checked results of test campaigns run in this typical market reveal the Spokane Market is tops for important tests.

Covered By Just Two Dailies—Spokane's two great dailies with a combined week-day circulation of over 150,000 provide outstanding coverage of the Spokane Market. Sunday Spokesman-Review circulation is in excess of 120,000.

Get the Test Facts from
CRESMER & WOODWARD, INC.
New York, Chicago, Detroit, Los Angeles, San Francisco

THE SPOKESMAN-REVIEW
MORNING SUNDAY
Spokane Daily Chronicle
EVENING
SPOKANE, WASHINGTON

**Combined Daily
CIRCULATION**
Now Over
150,000
81.84% UN-duplicated

Color Representatives, SUNDAY SPOKESMAN-REVIEW Comic Sections: Metropolitan Group

DECEMBER 15, 1949



It's a bear...not s



MALAYAN...*ursus malayanus*, coat short, fine black hair, eats ants, weighs 60 lbs.



HIMALAYAN BLACK...*ursus torquatus*, often seen in zoos, dances, weighs 250 lbs.



AMERICAN BLACK...*ursus americanus*, found in forested regions, climbs trees easily, about 600 lbs.



POLAR...*ursus maritimus*, Arctic and sub-Arctic, white fur, strong swimmer, about 700 lbs.



ALASKA BROWN...*ursus gyas*, the great brown bear, sometimes reaches 1,000 lbs.

We'll assume that bears are no big burning interest in your life. Unless you're a naturalist, or work in a menagerie, you probably don't know much about bears.

But somebody says "bear"...and what do you think of? Teddy bear, which isn't a real bear at all? The sort of medium size bears which do tricks in circuses? The large, dopey creatures you see in the zoo, usually asleep? Or the white rug once in grandma's parlor?

"Bear" doesn't mean very much, unless you know its address...for instance, *ursus malayanus*, is forty inches long, weighs sixty pounds, lives in trees and will eat ants. Some species in India weigh two-fifty. The black American is a five-foot, six hundred pounder. The Brown and Grizzly grow to more than eight feet, and half a ton.

The biggest thing in bears, however, is the Kodiak...almost ten feet tall when standing upright, tops twelve hundred pounds; with a five-foot chest measurement, head three feet in circumference, paws eight inches wide, an ox-like body, heavily furred; short-legged but

fast and shifty on his feet, ugly and unafraid.

His habitat is the Kodiak archipelago, an island to the south of Alaska, almost treeless, rich in grasses, good grazing land. The bear gets a long winter of sleep, undisturbed by hunters, tourists, automobile traffic...has a diet of grasses, leaves, berries, small game. But his favorite fare comes from the Karluk River, one of the world's great salmon streams, exclusive to Kodiak Indians and bears. His outsize proportions are accounted for by fish oil vitamins, and favorable environment!

SOMEBODY says "farmer"...and what do you think of? A rural relative? Or the man you see working on a farm when you go for a drive in the country?

Like the bear, the farmer is no better than his address...and the country he farms. Too far North, the short season checks production. Too far South, staple crops won't grow—and the temperature takes too much out of him. Wornout soil anywhere gives a low yield.

National farm circulation pays off for the

ot specified!

politicians, not for advertisers. Every voter isn't a customer. If you want big bears, or big farm markets...you have to go where they are. Kodiak furnishes the biggest bear, the Heart States the biggest farm customers.

The fifteen Heart States are a balanced combination—the best soil, adequate water, temperate climate, long growing season, and largest crops...SUCCESSFUL FARMING's million subscribers in the Heart States alone—earn an average income that is at least 50% more than the national farm average!

SF circulation is selective, concentrated among the best farmers...with the country's best soil, the largest individual investments in land and machinery, and the highest yields.

No advertising program today is properly balanced, unless it includes this huge bloc of new wealth and buying power—and general media do not! SUCCESSFUL FARMING, reaching one of the world's best class markets, is the national advertiser's most profitable buy in a single medium! . . . For the full facts, call the nearest SF office!



GRIZZLY...*ursus horribilis*, most to be feared, large species weigh 1,000 lbs.



KODIAK...*ursus middendorffi*, specimens exceed in size any other bears, weigh 1,200 lbs.

SUCCESSFUL  FARMING

PEP UP

YOUR SALES MEETINGS!

Why run the risk of putting your sales force to sleep . . . when you can so easily and economically instill in them renewed enthusiasm for your plans and products?

Your presentations can be dramatically and forcefully effective through the use of film.

Let the William J. Ganz Company breathe life into the material for your next sales meeting.

We are prepared to work 24 hours a day—and *guarantee* delivery, on time—even on extremely short notice!

**WILLIAM J. GANZ
COMPANY**

40 East 49th Street, N. Y., N. Y.
ELdorado 5-1444



SALES MEETINGS

Sales meetings individually planned to suit your requirements and fit your budget—all-inclusive price determined in advance!

- Reasonable prices
- Air-conditioned accommodations for 25 to 600
- Efficient staff
- Delicious food, prepared to your specifications
- Convenient mid-town location
- Trains, tubes, subways, parking lot nearby

For further information call New Yorker Banquet Manager Mr. McDonnell, LOngacre 3-1000. No obligation, of course.

HOTEL

New Yorker
Frank L. Andrews
President

34th St. at Eighth Ave., N. Y. 1, N. Y.

WASHINGTON BULLETIN BOARD

CONGRESS

► Before the Celler Committee investigating monopolies, the Army was accused of rigging its specifications for water coolers so as to insure that Westinghouse would win. Westinghouse as a matter of fact did win.

It can be stated that on complicated products, specifications are generally written around the wares of a particular company. Nor is this illegitimate. The specifications-writers must characterize their product. Those of different companies often have opposed characteristics, so that the man drawing up the specs must make his choice.

He could, indeed, write a general specification that would fit any product at all. But if he did so, the buyers would have to decide, among competing bidders, as to which product they wanted: They would have to use their discretion. This, too, could look like a rig.

In brief, some of the actual salesmanship takes place before, not after, bids have been sent out. Salesmen are on the job mainly in showing their models and catalog descriptions to spec writers.

Members of the Celler Committee do not see it that way. So, there is likely to be some tinkering with ways of writing specs.

► Before the same Committee, General Electric was accused of selling below cost in order to wipe out competition. A particular case was cited: The salesman had offered his product at a loss. Charles E. Wilson, G-E president, explained: It was, he said, "salesmen's talk" and the company had 1,500 direct salesmen. Such stories were being run down all the time. Actually, no salesman was authorized to sell anything below cost.

► The Gillette Committee, which is investigating the spread between what farmers get and what housewives pay for foodstuff, so far has been tracing where the money goes. Food company spokesmen are asked to state executive salaries, pay to salesmen, freight costs, etc. Somewhat surprisingly, it was brought out that top milkmen, working on commission, make \$10,000 a year.

The Committee is interested in sanitary codes governing sale of milk in big cities: Are they designed as trade barriers? The Department of Agriculture is looking into this and into whether a national sanitary code, governing all milk shipped interstate, should supersede local laws.

GENERAL SERVICES

► Jess Larson of the General Services Administration revealed that the new bid forms on Government contracts will be issued pretty soon. Chief changes are (a) a question about whether 5 percenters have been used; (b) whether the bidder is Big or Little business. For details, write to Office of Public Information, General Services Administration, Room 6113, 18 and E Streets, N.W., Washington 25. Ask for the speech of Jess Larson, December 5, before the State Procurement Officers.

FEDERAL TRADE COMMISSION

► Work of the Commission itself will slow up considerably. The Commission has invited companies that had fully argued their cases but on which there had been no decisions to re-argue them. Its reason is that only two Commissioners could have heard the arguments. The first three or four months of the new year will be taken up, probably, with old cases.

► There's been a lot of fussing about the word "free." Since the FTC opened its guns against the Book-of-the-Month Club, it has drawn up new complaints against companies making gifts contingent upon buying something, and has inserted strictures on the word "free" in its various sales codes.

But Book-of-the-Month Club just came up, in its answer, with these quotations:

"Genuine offers to give something away free of charge in order to induce a person to buy something else are not unfair . . . An opportunity to receive something free in addition to the article paid for is a powerful incentive to purchase . . . When such an offer of a gift is made, the customer understands from the use of the word 'gift' that an article is to be received

*How 375,000 important families
will spend their income of
\$5,000,000,000*

The 375,000 families who read U.S. News & World Report represent approximately 1% of all U. S. families.

★

The average income of \$13,557 of USN&WR families totals approximately \$5,000,000,000.*

★

Their average income is just about three times the average income of all U. S. families.

★

These simple but vitally important facts are of immediate and practical use to every sales and advertising manager of quality goods and services.

★

**Send for complete study of
"A \$5,000,000,000 MARKET FOR CLASS CONSUMER GOODS"
giving all sources and showing the indicated expenditures
by our subscribers in 15 important categories such as
Insurance, Recreation, Automobile, etc.*

America's Class **NEWS** Magazine

Circulation guarantee 350,000

Bonus: 25,000 average for the year 1949

U.S. News & World Report

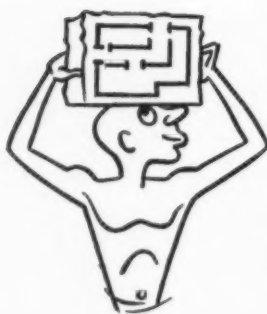
WASHINGTON

★ **USEFUL NEWS FOR IMPORTANT PEOPLE** ★

("Knowledge is Power")



By yon towering pyramids and Daniel Starch! Consumer sales literature in Home Owners' Catalogs gets eager readership from home-planners—they are the buyers and specifiers of building materials, equipment, appliances and furnishings for custom-built homes they will occupy themselves.



Small wonder Daniel Starch and Staff found that a consumer folder or booklet in Home Owners' Catalogs gets readership as high as 85%!

And . . . after home-planners read, they act! Researcher Starch's survey unearthed this eye-widening fact: *Home Owners' Catalogs* is the greatest single factor of influence on buying decisions where homes are built to owners' orders.

Get your copy of Dr. Starch's findings today! Discover the treasure of profitable sales awaiting you in the rich Home Owners' Catalogs market. Write to Dept. "G".

Home Owners'
CATALOGS
119 West 40th Street, New York 18, N. Y.
F. W. Dodge Corporation's
Consumer Catalog Distribution Service

without any payment being made for it. If he is told that it is to be received 'free of charge' if another article is purchased, the word 'free' causes him to understand that he is paying nothing for that article and only the usual price for the other."

The quote is from a brief on behalf of FTC filed by Attorney General Jackson and Solicitor General Reed, both of whom are now on the Supreme Court. Here's another quote from an old FTC decision:

" . . . the 'free goods' offer is hardly deceptive for the purchaser actually does obtain the specified 'free goods' at no additional cost over the ordinary and regular price of the merchandise required to be purchased."

► In its cease-and-desist order to Bristol - Myers respecting blurbs about Ipana toothpaste, the FTC evidently for the first time, dealt with advertising copy based on sample surveys. The advertisements, it was said, claimed that twice as many dentists use Ipana as any other toothpaste and that more dentists recommend it.

The survey consisted of 10,000 letters to subscribers of two dental magazines, from which 1,983 replies came in. FTC charged sampling bias. A paragraph in its findings also says that answers by these 1,983 were subject to different interpretations.

COMMERCE

► Commerce has been dealing with several representatives of European countries, who want to sell in the United States.

A Swedish group says that it can lay down in New York a four-room prefabricated house at \$2,000, shipping, insurance, etc., paid. So, Sweden is looking for somebody to set up a marketing organization for the houses. So far, it's been looking over the names of manufacturers' agents for several territories. There is also the question of dealing with the unions, which won't work on prefabricated dwellings.

The French are sending a 20-man mission to the United States to look over the whole market. They'll mostly talk to department store buyers, agents, etc.

► Census' decision to take an annual survey of manufacturers is now official. The first, to be taken in 1950, will cover 1949. Based on a 40,000 sample, it will bring up to date the 1947 figures on payrolls, employment, manhours, cost-of-material, value of products. There will be a fairly fine breakdown of products.

SALES MANAGEMENT

Something
Missing



...like California without the

Billion Dollar Valley of the Bees

(WHERE FOOD SALES LEAVE "AVERAGE" FAR BEHIND!)

People in the Billion Dollar Valley—the gold rush country of 1849—are *still* big eaters. That's borne out by Sales Management's recent "Survey of Food and Automotive Markets," from which these per capita food sales ratings are taken:

SACRAMENTO—its 19-county wholesale grocery trading area ranks 7th in the entire country, with a quality index of 142. (That's 42% above the national average—based on ratio of food sales to population.) Sacramento City index is 'way up at 234—underlining Sacramento's importance as a *center* of food shopping.

FRESNO—it's 4-county wholesale grocery trading area ranks 9th in the entire country, with a quality index of 136. (36% above national average.) Fresno City index is 217—another great shopping center where distribution is a "must."

MODESTO—Do Modestans really eat four times as much as average Americans? No—but unless you understand this unusual market that's the conclusion you'd draw from Modesto's almost unbelievable city food sales index of 423. (Yes, that's 323% above the national average!) The "inside" on Modesto is this: its city food stores serve most of Stanislaus County's 130,000 people. How's your distribution in Modesto?

THE SACRAMENTO BEE

is home delivered to 9 out of 10 families in the ABC city zone. Reaches half of all families in the 19-county Sacramento trading area



THE FRESNO BEE

reaches 9 out of 10 families in the ABC city zone . . . half of all families in the 4-county trading area



THE MODESTO BEE

reaches 8 out of 10 families in the ABC city zone . . . half of all families in Stanislaus County

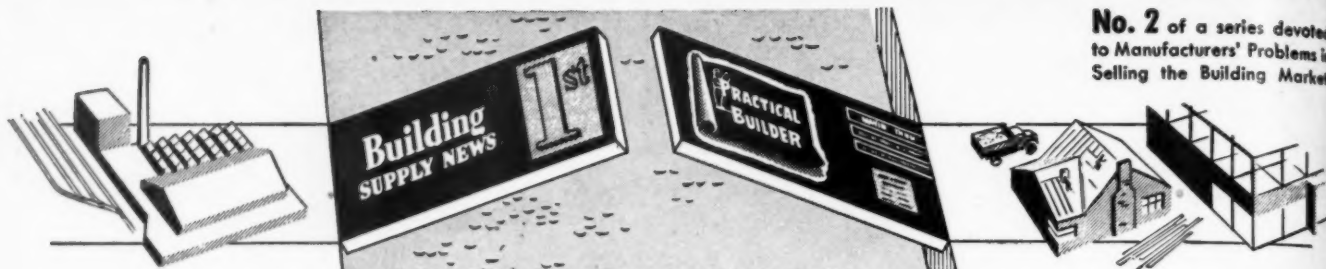


McClatchy Newspapers

National Representatives . . . O'Mara & Ormsbee, Inc.
New York • Los Angeles • Detroit • Chicago • San Francisco



THE SACRAMENTO BEE
THE MODESTO BEE
THE FRESNO BEE



THESE 2 PUBLICATIONS

Bridge the Sales Gap

**BETWEEN YOUR FACTORY
and MILLIONS OF CONSUMERS**

In the multi-billion dollar construction market, your product selling job is never finished until you've successfully bridged the big sales gap that lies between your factory and millions of consumers. The owner may want your product, but if wholesaler and dealer don't handle it, if contractor or builder doesn't know enough about it—it's NO SALE!

These key sales factors must put the final stamp of approval—yes, even the final price—on your product. Not until they turn thumbs up on your product is it sold. The consumer buys what they recommend.

To do *your* trade promotion job right, you need the readers of *both* BUILDING SUPPLY NEWS and PRACTICAL BUILDER. So talk the lan-

guage of wholesalers and dealers in BUILDING SUPPLY NEWS, of contractors and builders in PRACTICAL BUILDER. No horizontal, all-purpose publications, these! Each is individually tailored to serve the specific interests and problems of its own class of readers.

That's why more wholesaler and dealer *establishments* subscribe for BSN—why more contractor-builders pay to read PB. That's why you get extra value, greatest buying power for your advertising dollar—when you bridge the sales gap between your factory and millions of consumers with vital trade promotion in BUILDING SUPPLY NEWS and PRACTICAL BUILDER—the two publications that SELL MORE for smart advertisers because each sticks consistently to its own last!

Write for your free reprint of message No. 1 in this series.

INDUSTRIAL PUBLICATIONS INC. 5 South Wabash Ave., Chicago 3, Ill.

For over 32 years exclusive publishers to the Building Industry, also publishers of BSN Dealers' Directory Issue, Building Material Merchant & Wholesaler, Brick & Clay Record, Ceramic Industry and Ceramic Data Book



PRACTICAL BUILDER

MORE BUILDERS PAY TO READ PB THAN ANY OTHER PUBLICATION

To sell contractors and builders who do residential, commercial, industrial, rural and remodeling work.

BUILDING SUPPLY NEWS

DEALERS PAY MORE MONEY TO READ BSN THAN ANY OTHER PUBLICATION

To sell the top dealers and wholesalers who supply all branches of the construction market.

America's Premier Aeronautical Magazine

AERO DIGEST

INCLUDING
AVIATION ENGINEERING

Announces—
an
**INCREASED
CIRCULATION**
beginning
JANUARY, 1950

The recent unprecedented growth of the Aeronautical Industry has naturally resulted in shifts and changes in executive personnel, promotions to higher positions and the addition of many technicians and experts from other industries to every branch of aeronautics. All necessary and desirable in the best interests of the industry which now constitutes a **MULTI-BILLION DOLLAR MARKET.**

Beginning in January, AERO DIGEST will add to its comprehensive coverage **A NEW AND HAND-PICKED LIST** of Aeronautical Executives, Purchasing Agents, Designers, Engineers, Maintenance Men, Commercial Freight and Passenger Airline Operators and others throughout the industry who have a voice in developing and purchasing aeronautical equipment, supplies and accessories of all kinds.

AERO DIGEST, the foremost technical aeronautical magazine, has always reached a greater number in these classifications than any other aeronautical trade paper. **WITH THE ADDITIONS TO BE MADE, AERO DIGEST WILL NOT MISS ANYBODY WHO INFLUENCES OR MAKES THE PURCHASES OF AERONAUTICAL PRODUCTS.**

No matter which of the thousands of aircraft parts—or the kind of equipment—you are making or selling, your message in AERO DIGEST will reach the one man—or the group of men who do the buying.

AERO DIGEST is again leading the way in the interests of the aeronautical industry and its advertisers. *It is giving the only complete, 100% coverage of buying power in aeronautics.* It is making it impossible for your advertising not to reach the man—or men—you must reach to sell your products—the men who are now ready and waiting to buy.

The Publisher's sworn statement of this bonus **HAND-PICKED "purchasing-power circulation"** will support our claim that AERO DIGEST is now offering you something never before obtainable in the history of aeronautical publishing.

AERO DIGEST

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PLAZA 3-6969

Successful Salesmanagers

STUDY THE PREFERENCES OF THEIR CUSTOMERS

—and when it comes to selecting and approving publications for their advertising, they naturally put first those publications preferred by their customers.

If you sell the chemical process industries it's almost a certainty you'll want to use **CHEMICAL ENGINEERING**—especially if you ask **YOUR** customers and prospects what they read and prefer.

Here are the findings of 19 studies made by independent advertisers over their own customer-prospect lists.

Such consistent "first rating" means that **CHEMICAL ENGINEERING** is likely to be the *first choice of your customer-prospects*. Tops with the real buying power!

This unequalled readership is the reason why more manufacturers place more pages of advertising in **CHEMICAL ENGINEERING** than in any other magazine reaching the chemical process industry.

Remember that more subscribers pay to read **CHEMICAL ENGINEERING** than any other magazine in the chemical processing field.

The Influence of **CHEMICAL ENGINEERING** reaches into the original design and specifications of new projects and plant construction—and follows through every step into production and operation—wherever chemical engineering is important—in fact wherever you find chemical engineers.

*Chemical
Engineering*

	Chemical Engineering	Magazines						
		B	C	D	E	F	G	H
1—(first choice)	149	34	5	133	16	23
2—(first choice)	110	5	..	38	3	84	7	20
3—(first choice)	46	1	1	16	3	27	1	23
4—(second choice)	192	47	15	50	5	267	166	28
5—(first choice)	208	14	31	30	11	176	17	24
6—(first choice)	64	3	9	13	3	49	4	6
7—(first choice)	38	2	11	7	5	19	3	7
8—(first choice)	110	10	14	25	3	68	4	11
9—(first choice)	35	3	3	2	..	15	2	1
10—(first choice)	100	8	4	23	2	93	3	6
11—(first choice)	125	11	23	23	10	88	8	16
12—(first choice)	63	..	5	20	7	59	6	6
13—(first choice)	100	8	..	23	..	93	..	6
14—(first choice)	283	..	97	117	..	253
15—(first choice)	65	3	3	12
16—(first choice)	88	..	19	22	15	45	2	13
17—(first choice)	432	..	54	68	98	209
18—(first choice)	49	..	12	12	..	23
19—(third choice)	84	..	62	80	14	109	..	137
TOTALS	2341	149	368	569	179	1822	239	327

1. Conducted by a Chemicals Manufacturer.
2. Conducted by an Instrument Manufacturer.
3. Conducted by a Materials Handling Manufacturer.
4. Conducted by a Measurement & Control Manufacturer.
5. Conducted by a Temperature Instrument Manufacturer.
6. Conducted by an Air Conditioning Manufacturer.
7. Conducted by an Industrial Equipment Manufacturer.
8. Conducted by an Electrical Equipment Manufacturer.
9. Conducted by a Steel Manufacturer.
10. Conducted by a Regulator & Control Manufacturer.
11. Conducted by an Industrial Equipment Manufacturer.
12. Conducted by a Filter Manufacturer.
13. Conducted by an Instrument Manufacturer.
14. Conducted by a Plastics Manufacturer.
15. Conducted by a Mining Publication.
16. Conducted by a Control Instrument Manufacturer.
17. Conducted by a Power Transmission Manufacturer.
18. Conducted by a Process Equipment Manufacturer.
19. Conducted by an Advertising Agency.



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SIGNIFICANT TRENDS

As seen by the editor of SALES MANAGEMENT for the fortnight ending December 15, 1949

OUTLOOK GOOD—IF WE SELL

The current National City Bank of New York monthly letter has an interesting analysis of why the mid-1949 decline stopped where it did. "The factors which averted a repetition of 1920-21 seem clear. First on any list would be the financial strength and liquidity of people, corporations, and financial institutions. Second, the cautious policies followed by so many businessmen during the boom acted as a brake on excessive speculation, borrowing and inventory accumulation, which were the weaknesses of 1920-21. The end of the 'catching up' period and the readjustments to peacetime conditions did not come all at once, but serially. Finally, the level of income and consumption was supported by varied influences, including government spending, foreign aid programs, price supports, unemployment compensation, and above all the savings of business and people and their access to credit, which enabled them to go on buying. *During the period of curtailment goods were taken off the market faster than they were being produced.*"

The bank then goes on to point out that in a broad sense the country is now going through a test period to determine whether it is possible to move down from a highly inflated level to more orderly and stable conditions without an intervening depression. *"Thus far the answer, provided by the Fall upturn and the good prospects of the next few months, has been favorable."*

Highly important in the upturn has been the extraordi-

nary rate of residential building activity this Fall, which indicates that the number of new housing units constructed in 1949 will break all records. As far as 1950 is concerned, the Department of Commerce, whose estimates a year ago of the construction outlook for 1949 were excellent, now forecasts that private residential construction will drop 7% next year while an increase in public construction will cut the overall loss to less than 5%. If these estimates are realized, 1950 will be another near-record home building year.

The number of American households is currently about 42,200,000 according to the Bureau of the Census, which defines a household as including all of the persons who occupy a house, an apartment or other group of rooms, or a room that constitutes a dwelling unit. Since the war's end households have increased 3 to 4% a year as against an average of 1.8% for the twenty years prior to World War II.

In the third quarter of 1949 the gross national product was at an annual rate of \$256 billion and personal consumption expenditures were running at an annual rate of \$178 billion. The most marked shifts in expenditures during 1949 were (1) increased acquisitions of durable goods and (2) decreased consumption (on a dollar basis) of non-durable goods, the latter decline being \$3 billion, with half of it in purchases of apparel and the other half in reduced outlays for food and beverages.

Without any increase in productive capacity, we can turn out at current price levels about \$220 billion of goods and services. Leonard W. Trester of General Outdoor Advertising Co., Inc., told a Roanoke group recently, "It has been well put that 'it wasn't over-production that caused our trouble in the '30's—it was under-selling, resulting in under-consumption. Over-production is as impossible as too much happiness, so long as there are unfilled wants and needs of people anywhere.'

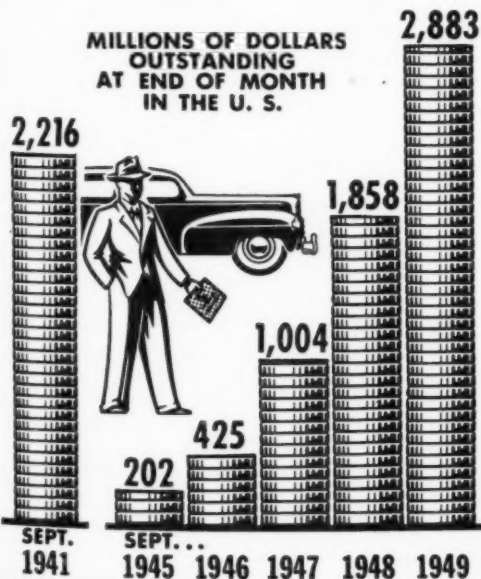
"Anyone who thinks \$220 billion of goods and services are going to be *bought* in this country in a buyers' market has another think coming. They are going to have to be *sold*."

DANGER SPOTS

We have hazarded the thought in this column recently that the present boomlet may be short-lived if we are only re-filling the depleted pipelines of industry and distribution. Henry H. Heimann of the National Association of Credit Men told Chicago sales executives a fortnight ago that one of the dangers in the present comeback of business is over-loading customers. "The day when a salesman would be rewarded for the volume of sales he made irrespective of whether or not he over-loaded a customer is past. The salesman's problem today is to counsel and advise his customer and to help him be more successful . . . Sales management that insists upon an increased quota year after year without regard to the economic conditions in a man's territory or without consciousness of the customer's position has no place in today's economy."

AUTOMOBILE INSTALLMENT CREDIT

MILLIONS OF DOLLARS
OUTSTANDING
AT END OF MONTH
IN THE U. S.



SOURCE: FEDERAL RESERVE BOARD

GRAPHIC BY PICK-S, N. Y.

THE DANGER POINT is not immediately ahead.

Some people—including economists of the Federal Reserve Board—are worried about mounting consumer credit. As of September, consumer credit totaled approximately \$17 billion, but most of the private bankers interviewed by the *Wall Street Journal* expressed no great fear, arguing that the total could be increased by another 25% without need for concern, providing national income doesn't fall below its present level. Their arguments are persuasive, for in 1939 consumer credit was equal to more than 11% of the personal income left after taxes, while currently it is only a little more than 8% of such disposable income.

BUSINESS FOR THE PUBLIC

We have a great ambassador of business in the present Secretary of Commerce, Charles Sawyer. In a talk before the convention of the Outdoor Advertising Association of America he reviewed some of the achievements of business but pointed out that we aren't doing a sufficiently good job of letting the public know of the benefits. "The businessmen of America must sell the people on the performance of our business system. As yet you have not closed your sale. To close the sale will require a day-after-day effort to convince our people that business is *for* them—not against them. It is not enough to repeat such familiar phrases as 'free enterprise.' It is not enough to talk in general terms about the blessings created by American business. You must point out specifically the ways in which business is raising our standard of living. You must explain in detail the way profits are invested in growth to create more goods and more and better jobs. You must tell the people what business is doing to make the worker's life more secure and more rewarding. Above all, you must be sure that your sales talk on these and other points is based on the facts."

Along similar lines, C. D. Jackson, publisher of *Fortune*, pointed out to a Boston group that "business can kill the threat of 'Statism' by proving to the American worker that the 'welfare corporation' offers him greater and richer rewards than does the 'welfare state.' *It would be a great thing if business succeeded in pointing out the one basic truth, that the worker's true security is identified not with big government or big labor, but with successful, profitable business enterprise.*"

Striking figures, illustrating improvements in marketing efficiency, were presented November 27th by Ralph Starr Butler, retired vice-president of General Foods Corporation at a marketing symposium of the University of Illinois. During the past twenty-five years, he pointed out, the combined margins of wholesale and retail grocers have declined from 40% of retail selling prices to 25% or less; many cash and carry wholesale grocers, including chain store warehouses, are handling goods for an expense of 3% and the non-credit independent retail grocers today handle goods on a margin of 15 to 20%.

There has been a similar decrease in the gross margin of manufacturers of processed foods. One such food manufacturer, whose corporate reports have been analyzed by Mr. Butler, operated on a gross margin of 43% in 1928. In 1948 the gross margin of this same processor was 22%, or a reduction of almost one-half. The company is making more money today than it did twenty years ago because its unit volume has shown a great increase. Right in that field of processed foods, we find striking proof of the arithmetical fact that one-third of a dime is bigger than one-half of a nickel.

TAX-FREE BUSINESS

Congressman Mason (R-Ill.) claims that 50 billions out of the national income is currently federal tax free. This total includes various types of cooperatives and the present day ventures in the competitive business field of educational, religious and charitable institutions.

Mr. Mason argues that imposition of the income tax on the business income of all tax-exempt organizations and corporations would produce more than one billion of new revenue and would justify the immediate reduction of war-time excise taxes.

See page 56 of this issue for an objective analysis by A. G. Mezerik on what the colleges are getting away with. It's called "Alma Mater is in Business—Tax Free!"

PHILIP SALISBURY
Editor



LAKEWOOD FEATURES BRAND NAMES: Young, progressive ex-G.I.'s have pretty much taken over the Chamber of Commerce of the winter-resort town of Lakewood, N. J., and late last month staged a ten day "Parade of Progress" with the cooperation of Brand Names Foundation, Inc., which has furnished similar blue-prints to fourteen other communities since 1947.

The float pictured at left shows reasons why makers' brand names are a cornerstone of our economic system. More than 150 retailers had special brand-name window displays; several thousand women attended homemakers' shows where national advertisers provided speakers and exhibits. A total of 35 special events was keyed to two themes: "Our Town Has The Best of Everything," and "The Best in the Land When You Buy By Brand."

Ten Major Reasons Why Salesmen Fail

BY BURTON BIGELOW
Burton Bigelow Organization

This analysis, made by a mid-western feed manufacturer, of causes for manpower breakdown, can provide valuable guidance to sales managers in many other types of business toward more efficient selection and supervision.

What are the practical, down-to-earth, everyday, human reasons why salesmen fail? From a management standpoint, why do some salesmen fail to reach a satisfactory level of earnings or, having once reached it, later turn downward and continue their decline until they quit or are fired?

To answer this question for his company, Lawrence E. Murphy, secretary and treasurer of the 28-year-old Murphy Products Co., feed concentrate manufacturers, Burlington, Wis., made a comprehensive study of sales failures in that company from 1939 through the first 10 months of 1949.

The Murphy organization is comprised of about 170 commission salesmen, called "district distributors" or "district representatives," grouped in 18 divisions, each supervised by a divisional sales manager resident in the division. These divisional sales managers hire, field-train, start, and supervise from eight to 12 salesmen. They report to the general sales manager at the home office.

The company operates in 12 livestock-raising states of the corn belt, and was the originator of proprietary mineral-vitamin combinations, now known as concentrates, which the grain-and-forage-raising livestock and poultry feeders of the Middle West mix with their own home-grown crops to make a modern, balanced feeding ration.

Murphy products are generally identified by the company's well known trade-mark, a red heart surprinted with the slogan, "Heart-of-the-Ration." They are one of the largest advertisers in the feed industry, using radio and farm papers to reach farmers, and industry business papers to reach feed dealers.

Murphy district distributors or district representatives sell to franchised

feed dealers in the area and do missionary re-sale work in behalf of their dealers, selling direct to feeders, and turning such orders over to the dealer for delivery.

"Like most other manufacturers, in the feed industry and elsewhere," says Mr. Murphy, "we had a large windfall business during the war years, a volume limited only by our ability to obtain raw materials and process them. We could have sold twice our output without salesmen, but we knew the easy-money era would end some day, so we kept our sales and divisional force intact as far as was possible, considering the inroads of the draft and the local war industries which lured salesmen away with peak wartime wages.

The Forgotten "How"

"When the war was over, our men had almost forgotten how to sell. Worse still, they had acquired a false belief that the days of easy volume were to continue and that the kind of intensive sales effort with both the farmer and the dealer, which had characterized our pre-war selling, was no longer necessary. Consequently, it took all of the stimulation which management could bring to bear to get the salesmen back to work on the sales firing line.

"Like many another company, we had a sales force comprised partly of men old in service, who had seemingly lost the magic selling touch, and a second group of younger men who had never really been 'up to bat' in a period of tough competitive selling.

"As a preliminary step toward revitalizing our sales organization," continues Mr. Murphy, "we had to clear out the 'dead wood' in the sales force. We had to isolate the 'coasters,' the failures and near-failures—all those field salesmen who were not making at least the company average

of performance-to-potential. Having identified these men, our next problem was to discover the reason for each man's failure and, out of the composite of reasons, find some basic underlying causes for these failures."

The Sales Statistical Department selected an 11-year period, beginning with 1939 and running through 10 months of 1949, and studied the earnings of all men on the force for six months or more during those years. The "coasters," "sliders," failures, and near-failures were selected on a quantitative basis, as measured against the company's current yardstick of minimum earnings necessary for a fair standard of living for the salesman and his family at today's price levels.

The trend of each man's earnings was studied. In the windfall years of 1943, 1944, and 1945 little credit was given to a man who showed maximum earnings, since all sales were "automatic." Men whose earnings declined after the bonanza years were assumed to have been "riding the high tide" of war prosperity, while those who substantially maintained or increased their sales after the war were credited with effective personal effort.

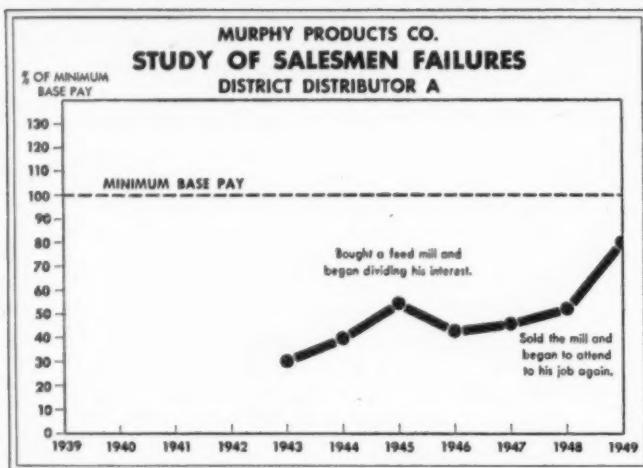
Once the ineffective producers were isolated and identified, then came the task of finding the reasons for their ineffectiveness.

"Assigning a definitive reason for any salesman's failure or decline is a highly speculative process at best and, when a war boom intervenes to distort the figures, it is still more difficult," comments Mr. Murphy. "But, fortunately, at least three home office executives had been in close touch with the field selling for all the years under analysis. In addition, we consulted each man's divisional sales manager about the individual case.

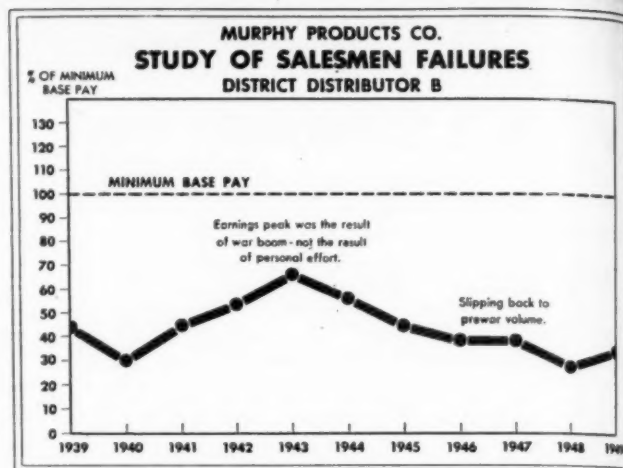
"The total opinions, while necessarily qualitative, were much more unanimous than we had anticipated and we came out with results which fell into definite patterns, which we believe will be highly useful to our sales management in reaching greater future effectiveness in hiring, training, supervising—and, I might add, in firing, too."

Of all the men in the negative classifications, 98% fell logically into one or more of 10 groups. About 2% had special reasons or represented cases on which there was no agreement among company executives as to the reasons for the man's failure.

In the author's opinion, the reasons—given on page 38, in the order of their importance as judged by frequency of occurrence—constitute one of the most revealing analyses ever made of



DISTRICT DISTRIBUTOR A: Earnings advanced for two-year period. Then he bought a feed mill and began to divide his interest. His earnings from his sales job declined until the mill was sold and he went back to work. The figures tell the story.



DISTRICT DISTRIBUTOR B: Case of an over-age salesman whose poor performance was hidden by increased windfall earnings during the war. As soon as war boom subsided, he returned to low-level sales. Such a man can tie up a good territory.

a sales organization. The failure classifications which emerged from the Murphy study are not theoretical but highly practical. They are so basic and of such universal application that they are likely to cast light on the failure situation of almost any company, regardless of its products or types of customers.

Here is the list of reasons for failure:

10 Types of Salesmen Failures

1. The man who has important outside **INCOME**.
2. The man who has important outside work or **INTERESTS**.
3. The man in **POOR HEALTH**.
4. The man who is **OVER-AGE**.
5. The seemingly **LAZY** man.
6. The man who thinks he is **TOO BIG** or **TOO GOOD** for his job.
7. The **LONE WOLF**.
8. The **BLUFFER**.
9. The **TIME-WASTER**.
10. The man **WHO-JUST-DOESN'T-STAY-HITCHED**.

The first two items, "Has important outside income" and "Has outside work or interests," could readily be grouped together in most companies under the combined head: "Has important outside interests or income."

This group includes men who have investment income, those who have well-to-do wives, or those whose wives have good jobs. Some of the Murphy men own and operate their own farms. Others own their farms, but operate them on shares. Still others are partners in, or owners of, small feed mills. One of them operates a hatchery—as a so-called "side issue," of course. Another is secretary of a hatcherymen's group.

It doesn't seem to matter much, in terms of the final destructive result,

whether the diversion arising from an outside source is one based on a second income, or on a second interest. As long as the salesman doesn't put first things (that is, his job) first, the decline in personal earnings seems almost certain to occur. The salesman is always sure he is a big enough man to "carry water on both shoulders," but no one seems to have been able to demonstrate such ability.

The sales manager of a company with salaried men and having none of the problems which go with the organization, management and control of a large force of "independent contractors" on commission (such as the Murphy men), might be tempted to say that this first reason for failure would not apply to his group. My experience with all types of sales groups would compel me to challenge such an opinion.

It's a Basic Problem

This basic problem, "double-mindedness"—the tendency to look outside the job for income or for the satisfactions of life—is not a problem confined to a commission sales force. Only last month, one of our client companies off-listed a man of great potentialities because his hobby of following the grain market—with some not inconsiderable profit to himself—finally became much more important, apparently, than his sales job. In another case, a salesman who did well and acquired extensive real estate rental properties got out of hand and had to be released. I could give 50 more examples out of my own experience in recent years.

In the Murphy study, the first three factors (three, if we could combine the first two)—outside interests

or income, health, old age—accounted for almost 60% of the problem men.

These problems are not new, nor unique. They are common human problems based on everyday frailties of the human being. Their importance in this study lies in their predominance in the total score.

Usually, we seek further afield for the causes of our sales failures. We reach for much more obscure or high-sounding psychological reasons. Yet, the predominant reasons for failure which the Murphy study reveals are simple and basic and older than Egypt.

The fourth reason-for-sales-failure in point of frequency, is laziness.

"Laziness," comments Mr. Murphy, "is a symptom, an effect—and not a cause. Where we applied this laziness label, we admit it was partly because we were unable to trace the failure to what are probably its real causes."

"We believe that if we could divine the truth behind our laziness label, it would turn out to be one or more of the other reasons: illness, age, lack of money need, lack of ambition, lack of initiative."

The man who thinks he is too big or too good for his job is, in Mr. Murphy's opinion, worth special comment:

"Looking over the men in that group," he says, "we find a few who were probably over-sold by our recruiters. One or two probably needed a job and took the one we offered even though its potentialities were genuinely not sufficient to challenge and fully engage their abilities."

In addition to these, however, there was a still larger number who simply had the "big head"—exaggerated ideas of their own abilities, worth

and importance. Some of these big-heads had been "manufactured" by the boom years. They had earned big windfall money and began to believe that they were big-time producers who really belonged up among top-flight earners. The others simply imagined themselves too big for the job. The Murphy people suspect that a subconscious feeling of inadequacy may be behind this external manifestation of "big head."

The lone wolf is another failure-type which gives sales management a difficult time. He is the highly individualistic operator, not a team-worker. He wants to do the job his own way—and that way is usually much superior, in his opinion, to the well-thought-out selling plans of the headquarters staff group. If his own plans don't get results, his supervisor can do little to correct it because his make-up and training are such that he cannot accept other men's plans.

The other types of failures are familiar to almost every sales manager.

The bluffer puts on a bold front, pretends to know all the answers, never needs help, never admits weakness or failure—and often succeeds in fooling his supervisor for many months, until his poor performance becomes too bad to be put up with longer.

The time-waster is the late starter; the two-hours-for-lunch man; the fellow who spends twice as much time as need be on each call—and then quits early to make up for it.

The man - who - just - won't - stay-hitched is sometimes a close kin to the bluffer. More often he is a weakling who agrees with his supervisor, promises to do just what he is told—and then doesn't have the strength of

character to live up to his promises. He is the fellow who is always giving his dealers a little better price or longer terms, or waiving the clip-sheet requirement on cooperative advertising refunds. He just can't stay inside the tight fence of company policy.

Interesting as this study is from an analytical standpoint, its chief usefulness lies in pointing up the remedial measures which divisional sales management can take to correct the performance of these low-level producers. Once the cause of the decline has been isolated, the corrective steps are automatically visible. There remains only to implement the decision, and either improve the performance or eliminate the poor performer.

Double-minded men are required either to give up their extra-curricular activities or make way for another man.

Remedial Measures

Men in poor health are sent for medical diagnosis or care, if not already being properly treated. In the case of chronic conditions which do not wholly incapacitate the men, territories are sometimes cut to a size which can be effectively worked. A similar plan is to be followed in the case of over-age men still able to be partially active. Other cases are considered on a retirement basis.

Mr. Murphy points out that the correlation of poor performance with these largely hidden causes did not show up until the earnings figures were visualized on a series of charts. Four of these charts are reproduced with this article.

At first glance, it may be wondered why these men are below (some of them substantially below) the mini-

mum earnings line. There are two reasons for this:

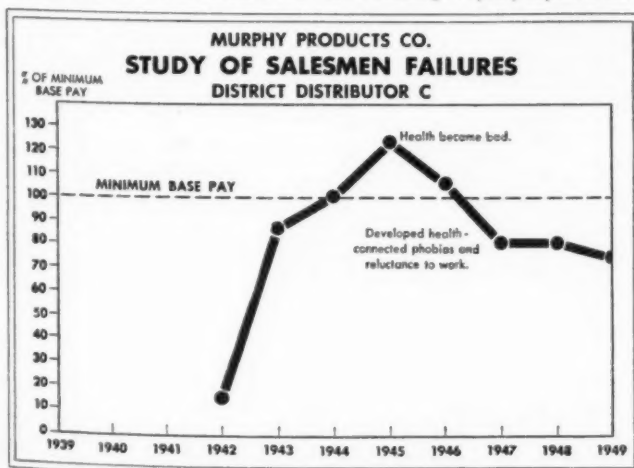
1. It must be remembered that these are failures, the low-level producers.

2. The maximum earnings level shown on the charts is that established for the cost-of-living levels of 1948. A recent National Industrial Conference Board study shows that the 1948 consumer dollar was worth about 60 cents on the basis of the 1935-1939 average. Obviously, the 1948 figure would not have been the standard in earlier years. Those years could have shown a much lower minimum earnings standard and still have been equitable when compared with the then-current cost of living.

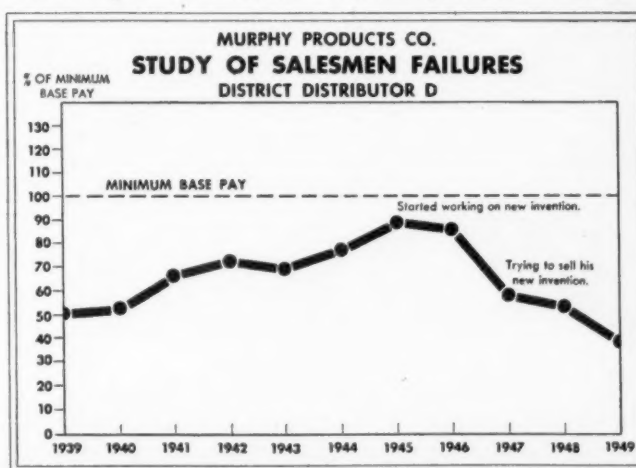
One fact the charts emphasize most dramatically, a fact which, according to Mr. Murphy, they had not been aware of in looking at the figures of the raw data: "We were much too lenient with our poor performers in these years; tied up too much valuable territory in the hands of poor producers; procrastinated what now seems an extraordinarily long time in doing anything about it."

An incidental by-product of the study is the making available to each divisional sales manager of standard charting blanks on which he can graphically post the earnings of each salesman in his division. The home office executives are convinced that if they overlooked the implications of the data in figure form, the field managers, with fewer facilities for analysis and study, are likely to do the same. Hereafter, the salesman's progress chart will be in his divisional sales manager's field book—and there will be one less excuse for delay in dealing with the man who is wasting part of his territorial opportunity.

DISTRICT DISTRIBUTOR C: Made rapid gains in earnings for four years. Became ill, developed health-connected phobias and reluctance to work. Result: The man's earnings rapidly tapered off.



DISTRICT DISTRIBUTOR D: Case of divided interest. Did fairly well, increasing earnings up to 1945 peak, then began working and talking a "new invention." His earnings fell to a new low.





FAMOUS MEN'S SONS . . . an old bromide has it, always bask in reflected glory. We give you the lie: Andrew McNally 3rd, great-grandson of his namesake who founded the huge Rand McNally & Co., stepped into his Dad's presidential shoes before he was 40, has put through such staggering and successful ventures as the purchase of huge W. B. Conkey Co., one of the country's largest book and catalog manufacturers, thereby solving a ticklish labor union problem. Now he's bringing off his presses the third run of *Cosmopolitan World Atlas*—better than six pounds of maps and information, the most up-to-date atlas available. Andy McNally is tall, immaculate, gracious, sometimes almost boyish. But he is also astute, hard-working, keen about and insists on knowing the details of day-to-day business. He joined the family company immediately after he emerged from Yale, started in sales to get a comprehensive picture of the works. He tries to know personally as many of his 2,000 employees as possible.

HIS LORDSHIP ORGANIZED IT . . . the Canadian Pacific. But Lord Strathcona's namesake and fellow-countryman, plain Donald Gordon, has turned up at the throttle as president of Canadian National Railways. Took him 35 years from the day he left the ould sod with his papa, a Scottish watchmaker and part-time poet. Young Don was the first member of the family to get a job. Paid him six dollars a week until the truant officer caught up with him. At 14 he went to work again; this time as a blacksmith's helper, then as an electrician's apprentice. Slim pickings, he thought. He wrangled a second-hand bicycle, handled three paper routes at once. When he was booted off a crowded streetcar for using it to carry his papers, his school principal, who saw the incident, got him a job with The Bank of Nova Scotia. At nights he took correspondence courses, worked his way up the bank's ladder. Banking led him into governmental work. "Are you a big enough man," Prime Minister King asked him during the early days of the war, "to nail a price ceiling down and keep it nailed?" "No sirrr," said, Gordon, "not I." But he was and he did. And price ceilings led him to Canadian National. He'll nail that down, too. His favorite week-end retreat—a windmill, complete with bed and a trap door! There he hunts and fishes and forgets all about railroads.



UP TO THE TUBES . . . in radio and television is the new president of Capehart-Farnsworth Corp. He's been with RCA, too; but before that he and his Dad operated a successful wholesale radio business (though he says he's no engineering genius) in Newark. His reputation made its way to RCA which managed to snare him in '36. He served that giant variously: as operating vice-president, national sales manager, director of personnel, and director of purchases. A dozen years later Mr. W. left RCA to take the job of assistant to the president of the Bendix Home Appliances, Inc. Shortly after that Bendix made him executive vice-president. But radio was in his blood. Recently he heeded the Capehart-Farnsworth call. Our spies describe him as a quiet man with a twinkle in his eye which indicates he'll take no back talk from life. He's 54, married, lives in Long Beach, Michigan City, Ind.—an address which he admits throws post offices into pandemonium. His name: Fred D. Wilson.



They're in the News

BY HARRY WOODWARD, JR.

JUST CALL HIM "STRETCH" . . . this basketball player who's neatly planted his own career in the basket. Big (6' 6"), good-looking Victor Holt, Jr., who began his career with Goodyear as an apprentice (and a player on the company's basketball team) is the new vice-president of Goodyear's sales company, Goodyear Tire and Rubber Co., Inc. For five years he's been manager of tire sales. Now he'll have charge of all tire replacement sales, including dealer, company stores and car and home supplies. Vic Holt graduated from Oklahoma U. in '27, started with Goodyear in Kansas City. Then they sent him to Oklahoma City as an adjuster and, later, as a general line salesman. He rounded out his experience as a store manager in Miami, as sales promotion manager back in Akron. He's known as a guy who can always invent a reason to smile, a rabid basketball fan who still yearns to show the apprentices up. He's married, has three little basketball players and lives in Silver Lake Village, State of Ohio.



Why Carnation Pulled Up Stakes And Moved To California

Quick management decisions were hampered because executives were scattered in four different offices. Consolidation was needed. L. A. was picked mostly because of the importance of radio and television as advertising media.

Last summer the Carnation Co. opened its new nine-story headquarters building on Wilshire Boulevard, Los Angeles, bringing together the "brass" of a world-wide business empire.

Nice climate had nothing to do with it; neither did the fact that Los Angeles has become the Nation's third largest food market. Not even sentiment had anything to do with it, the founder of the company, Elbridge A. Stuart (1856-1944), having been a wholesale grocer there in the 1890's.

Why Los Angeles?

A careful check of all factors pointed to Los Angeles because of its advertising and marketing advantages, particularly its importance as a radio broadcasting center, and its future—as a television center. Carnation uses practically all media, but its advertising during the past dozen years has been preponderately radio.

To most people, Carnation means evaporated milk. However, the company has a large business in Albers cereal foods for people, pets and livestock, and also a large fresh milk, ice cream and dairy products business centered on the Pacific Coast and extending to other western states. It has 35 evaporated milk plants in 28 states, 130 additional can factories, mills and dairies (a total of 165 production units)—all of which have grown up since 1899 from one small cannery in one small town, Kent, Wash. The headquarters building was opened within a few days of the 50th anniversary.

Carnation had executive offices in Los Angeles, Seattle, Milwaukee, and New York City, from which key men had to be gathered into conferences. There were advertising departments in three cities, with separate managers and agency offices. Consolidation would save time, money, bring executives together for decisions in minutes—but where should it be?

Check of personnel showed that nearly one-third of the 9,500 people employed were in the West, the majority in California.

Two large divisions of the business, developed for diversification of products, had distribution in the West: the Albers cereals and feeds interests, acquired in 1929, in the 11 western states, and the fresh milk business in the Pacific Coast states. The decisive factor, however, was the Carnation "backbone" in Hollywood.

The elder Stuart was the type of salesman who packed his grip and went to see for himself. He was a pioneer in company sales conventions, market surveys, public relations, showmanship. In 1902, having conquered production difficulties, he used newspaper and poster board space to advertise Carnation in Seattle where the brand was becoming known. When he had 65% grocer distribution there, he moved his promotion into another market. That went on until he had covered the United States.

Carnation and the Gold Rush

In those stone-age days of primitive marketing knowledge the elder Stuart sent his 12-year-old son, Elbridge H., down to the Seattle waterfront to count the cases of evaporated milk going up to Alaska. The gold rush was on. Carnation had been shipped to the Yukon, a good market, and a fine test of product in alternate freezing and thawing climates. Case counts gave him a market score. Surplus milk in the Northwest sent him traveling in search of new markets. He became acquainted with regional handicaps as well as the grocery trade.

Evaporated milk was new then. Mothers had nourished babies on the sweetened "condensed" variety and were prejudiced against evaporated. For this reason "Carnation Cream" was the original name. When new food laws were passed that name had to be changed. Mr. Stuart used re-

gional advertising to overcome these handicaps, as well as showmanship when a good opportunity came along.

In 1929 a housewife found an old tin of the elder Stuart's "cream" on a back shelf and sent it to him. It had been through the San Francisco earthquake and fire of 1906. A little dubiously, he invited the governor of Washington to be present when it was opened during the company's 30th anniversary celebration. "As fresh as the day it was canned," declared the governor. "Of course," said Stuart, with a sigh of relief.

Advertising is Regional

To supply eastern markets, evaporated milk plants were opened in Wisconsin and other states. Advertising became more and more regional. Finally, in the 1920's, it needed a backbone. The first backbone was national magazines, mostly *The Saturday Evening Post*. This national advertising supplemented regional campaigns in other media. Then women's magazines were added. Then came radio.

On the threshold of the depression, April, 1931, a Sunday evening music program was broadcast from Seattle over a five-station network. Results were so definite that in January, 1932, the Carnation "Contented Hour" was broadcast nationally from Chicago. That program will soon be 18 years old. While newspapers, magazines, outdoor posters, business papers and professional journals, motion pictures, point-of-sale and practically all kinds of media have been used, radio is the actual backbone in the undisclosed multi-million-dollar Carnation appropriation. Regional network radio programs are being used, and last May the first television activity started.

One accurate test of the radio medium was the growth of Carnation volume during the depression. The product seems to be depression-proof, since the business has shown its greatest growth during hard times. When family incomes drop, food budgets are affected less than other household spending, and evaporated milk is one of the basic necessities. It is economical in comparison with other foods. The company experienced substantial growth of production capacity during the critical 1930's, many of its plants being modernized and enlarged, for-

tunately ready for the unanticipated war that was to come.

Through this same decade radio was also growing, and Hollywood became a primary broadcasting center. The motion picture industry was transformed to sound. Radio programs utilized its acting, musical and technical facilities. Outstanding network programs gravitated one by one to the film capital, together with advertising agencies and radio executives. Development of television will undoubtedly be important there.

Will TV become the Carnation backbone? No more than anyone else do its executives know, in these days of pioneering commercial methods. However, they cite some facts:

Only a small percentage of American families today have television sets, but already these sets are bringing about profound changes. For instance, this is a little-known fact: Street transit earnings in television broadcast areas are seriously dropping, and television is blamed.

What radio did to the American family and to advertising in 20 years is known. What will national television do to it in the next 10 years—perhaps five?

Radio or television, there are ad-

vantages in being practically in Hollywood. While all the Carnation advertising principals are now under one roof, the setup is such as to give detailed attention to the many different products and markets of the company's three divisions. Evaporated milk, fresh milk and ice cream, and the Albers business each has its own advertising manager. All advertising managers report to Paul H. Willis, general advertising manager who reports to the board of directors.

Diversity of Products

The Albers business, acquired in 1929, beginning as a small feed mill in Portland, Ore., operated by five brothers, had grown up at the same time as Carnation. It was acquired for diversity of products and now has cereal foods for people, a wide line of Friskies—all popular in the West. Cereals are related to milk through the dairy cattle breeding and feeding activities started by the elder Stuart early in his company's history.

Carnation evaporated milk naturally receives the bulk of the advertising budget, but the policy of all divisions has long been to plan the advertising to meet market needs. Who are the consumers, what are the market ob-

jectives? These requirements determine what advertising shall be asked to do.

Evaporated milk has a dramatic use in baby feeding. The elder Stuart was immediately interested in the Dionne "quints" at their birth in 1934. He furnished formulas which became identified with his product. The "Contented Hour" is restricted to evaporated milk and malted milk. Babies are a major theme. Dietary values of Carnation are laid before doctors in medical journals. Merchandising opportunities are put before dealers in their business press, and so on. There must be advertising adequate for the job.

Up to war's end, Carnation "Contented Hour" was largely classical; then consumer studies showed a younger post-war audience and the program was changed to a light musical variety.

Distribution is Extensive

For Albers cereals, a daytime radio serial, "Aunt Mary," is broadcast over two dozen western stations five days each week. Friskies dog food has substantial national distribution and stock feeds, and a line of dog foods, is advertised in magazines and Sunday supplements. Albers livestock feeds are promoted in farm magazines. Fresh milk and ice cream, distributed chiefly through the company's own facilities in cities, are advertised in local newspapers, outdoor, and on spot radio.

Former evaporated milk advertising offices were located in Milwaukee, Albers products in Seattle, and fresh milk in Los Angeles. Under consolidation the divisional advertising managers work closely with divisional sales managers, co-ordinating advertising with sales and merchandising plans, up to the point of execution where the sales departments take over at point-of-sale.

HOME BASE FOR AN EMPIRE: The new "world headquarters" for Carnation, in Los Angeles, was opened within a few days of the company's fiftieth anniversary. When the sales and advertising departments have to go into a huddle with the radio men, Hollywood's only a hop and jump away.



BY
SUMNER J. ROBINSON
General Sales Manager,
Bigelow-Sanford
Carpet Co., Inc.



WHEN A SALESMAN hits a slump, an aspirin tablet and a tongue-lashing are no substitutes for careful diagnosis and clinical attack. This is Author Robinson's theme. He shows how effective sales control helps him to spot, analyze and treat all cases of lapse in sales performance.

Trouble Spots in Sales: How We Localize and Cure Them

Suddenly the volume figures are "off". The first task is to find the "where". What district? What salesmen? What accounts? With a fact-finding sales control system, management gets the facts in jig-time and takes quick action.

Sales control is sales management's radar. Its management function is to spot trouble—so management can take corrective action.

Sales control is primarily a fact-finding operation. If it is to be effective, it must reveal, quickly, the "where" and the "how much" when sales are off, and must provide data so specific that they *pin-point* the individual accounts where sales effort has failed. A control system that accomplishes these objectives is invaluable as a management tool.

This is our conclusion as a result of application to our own business.

Let's look at a hypothetical problem that might face us—and let's look at it both before and after *fact finding*.

Let's say (to take a hypothetical figure) that Bigelow sales in the Eastern Region are off \$80,000 for the first half of the year. So, I contact Bob Howison, eastern regional sales manager . . .

"Bob, the figures indicate you are off \$80,000 for the first half. See if you can do something about it."

"Sure, Robbie. I'll take a look and see what I can find."

So, Bob takes a *good* look at the district figures and sees that the Richmond District (again hypothetical) is off \$160,000 for the first 6 months. His analysis sheet would look something like Table I. (Tables I through V appear on page 45.)

While the region is off \$80,000 the Richmond District is \$160,000 in the red.

At this point, we begin to see what Richard D. Crisp calls the "Iceberg Principle" in operation. Mr. Crisp, a market research analyst, has written a number of outstanding articles on marketing. He points out that the total sales gain or loss which is "visible above the water" is a *net* figure. The total gain or loss is usually much larger.

"Like the part of an iceberg which is hidden below the waterline," he comments, "part of the sales gain or loss is usually hidden behind offsetting smaller gains or losses."

In other words, the real problem

often may be obscured to the degree that dependence is placed solely on the total, rather than on individual figures.

Because we had districts in the Eastern Region that exceeded their quota, the \$160,000 loss of the Richmond District was partially hidden by the non-problem elements.

At this point the eastern regional manager called in Bill Jones, the district manager for Richmond, and the following conversation took place:

"Bill, you failed to make your quota the first six months by \$160,000. Something has to be done."

"Okay, Bob."

Bill Jones goes back to Richmond in a blue funk and he looks at the performance figures of his salesmen. (See Table II.)

Thus we see that the original problem of \$80,000 worth of red ink which showed up in a study of the over-all total of the various districts' figures, is actually a vastly more important problem of \$240,000 concentrated in one salesman's territory.

So, it was obvious to Bill Jones that he would have to question Cameron and he sent for him immediately . . .

"Listen, Jack, Bob Howison was just raising hell about our figures for the first six months and you're low man on the totem pole. In fact, you are the only salesman in the office in

the red. I'm sorry to have to tell you this, but you are really on the spot the next six months."

Cameron went out and tried even harder that season, but he had nothing specific to work on and his results were just about as poor as the first half of the year. Cameron resigned.

Now, let's see what, if anything, an effective fact-finding program would do for Cameron or for any other salesman if the occasion should arise.

So far we know that Cameron is \$240,000 in the red, but why? Let's first examine his product performance. (See Table III.)

Getting back to our iceberg for a moment, we now see the heart of the problem . . . a \$320,000 deficit in one weave of floor covering, wiping out a gain of \$80,000 on other products. This is the factor which caused the \$80,000 regional deficit, the \$160,000 district deficit, the \$240,000 territory deficit and which now stands revealed in its full light. As in all icebergs, we see that the real bulk of this one lies below the waterline . . . and just as water disguises the real size of the iceberg, so did the advancing sales of the three other salesmen, plus Cameron's overage in products other than Axminster, disguise the real facts of our problem.

Once these facts are apparent to the district manager, he can then begin to work out plans to help Cameron attack his sales headache.

Checking on Accounts

A look at our Kardex system shows the performance record of Cameron's 27 accounts. The visible signal for performance against quota indicated that six of his 27 accounts were behind quota. Enough to warrant a check. Of these 6 customers, 2 were of major importance and 4 were potentially better than average accounts. (See Table IV.)

A further examination showed that \$290,000 of Cameron's \$320,000 Axminster headache was in these same six stores. (See Table V.)

The next step was to examine each account separately and Jones noted that according to the call blueprint, the Fair Department Store should have had a call a week, or 26 calls for a half year. Actually, Cameron had made only 10 calls. It was also noted that only one showing of the line had been made the account in the same six months' period.

This resulted in looking at Cameron's "times at bat" totals as judged against the other salesmen in the com-

*Cameron
is \$240,000
in the red
But WHY?*

TABLE I

(in thousands)

Eastern Region	Quota	Actual	Plus or Minus	Percent
Pittsburgh	\$4,200	\$4,248	+ 48	101%
Hartford	4,400	4,472	+ 72	102
Philadelphia	3,600	3,560	- 40	99
Richmond	3,100	2,940	-160	95
	\$15,300	15,220	- 80	99%

TABLE II

Richmond	Quota	Actual	Plus or Minus	Percent
Kelly	\$ 800	820	+ 20	103%
French	720	760	+ 40	106
Hanover	480	500	+ 20	104
Cameron	1,100	860	-240	78
	\$3,100	2,940	-160	95%

TABLE III

Cameron	Quota	Actual	Plus or Minus	Percent
Axminster	\$ 640	320	-320	50%
Velvet	240	280	+ 40	117
Wilton	120	140	+ 20	117
Felt	60	80	+ 20	113
Resale	32	32	0	100
Miscell.	8	8	0	100
	\$1,100	860	-240	78%

TABLE IV

(in thousands)

6 stores	6 Mos. total quota	Performance	Plus or Minus	Percent
Richland	\$200	120	- 80	60%
The Fair	240	120	-120	50
Landis Dept.	120	80	- 40	66
Cohen's	120	70	- 50	58
Standish Furn.	110	70	- 40	64
Carpet Special	110	70	- 40	64
	\$900	530	-370	59%

TABLE V

6 Stores	Axmin. Quota	Performance	Plus or Minus	Percent
Richland	\$120	\$ 60	- 60	50%
The Fair	140	40	-100	29
Landis Dept.	80	50	- 30	63
Cohen's	80	40	- 40	50
Standish Furn.	70	40	- 30	57
Carpet Special	70	40	- 30	57
	\$560	\$270	-290	48%

CALL ANALYSIS CARD			
DEALER <u>The Fair</u>		DATE <u>June 2</u> 19 <u>49</u>	
I SAW <u>J. Carson</u> <u>Buyer</u>		CITY <u>Northport</u>	STATE <u>Va.</u>
TITLE _____		ACCOMPANIED BY OTHER BIGELOW MAN _____	
REMARKS <u>Waited 45 minutes to see Carson</u> <u>Adjusted Complaint - See Claim Report</u>			
BIGELOW REPRESENTATIVE <u>J. Cameron</u>		TIME SPENT ON CALL (MINUTES) <u>75</u>	
DATE OF NEXT CALL <u>6/21/49</u>			

DEALER CLASS		PLACE OF CALL		SUB OF CALL - PRODUCTS		SUB OF CALL - OTHER		EST. VALUE OF ORDER (THIS CALL)	
1. DEPARTMENT STORE <input checked="" type="checkbox"/>	2. BARGAIN STORE <input type="checkbox"/>	1. CUST. PREMISES <input checked="" type="checkbox"/>	2. DIST. SHOWROOM <input type="checkbox"/>	1. LOW END MERCH.	2. OTHER MERCH.	1. CONTRACT <input type="checkbox"/>	2. PLANNED PROMOTION <input type="checkbox"/>	\$ <u>650</u>	
3. FURNITURE INSTALLMENT	4. FURNITURE REGULAR	3. N.Y. HEADQUARTERS	4. HOTEL	3. VELVET	4. WILTON	3. SAMPLES <input type="checkbox"/>	4. COLOR PLATES <input checked="" type="checkbox"/>	RETAIL <input checked="" type="checkbox"/> CONTRACT <input type="checkbox"/>	
5. FLOOR COVERING SPECIALTY SHOP	6. CONTRACT OPERATOR	5. EXPOSITION	6. OTHER (EXPLAIN)	5. REGULAR LOWMERCH	6. SPECIAL CUSHION TYPE	5. BASIC STOCK	6. SALES PROMOTIONAL MATERIAL	REASON FOR NO ORDER	
7. CASH AND PLAN ORDER	8. GENERAL	7. MARKET CALLS	8. CHICAGO	7. WOVEN OFF-GOODS	8. FELT	7. MODERNIZATION	8. DISPLAY	1. SERVICE CALL	
			9. NEW YORK	9. FELT OFF-GOODS	10. LININGS	9. COMPLAINTS	10. WELD MEETING (EXPLAIN)	2. COMPLAINT CALL	
			11. SAN FRANCISCO	11. HARPET KARE	12. OTHER RESALE PRODUCT	11. BIGELOW SCHOOLS	12. OTHER (EXPLAIN)	3. UNAVAILABLE	
			12. LOS ANGELES					4. NOT BUYING OFFICE	
			13. BOSTON					5. NOT OPEN TO BUY	
			14. HIGH POINT					6. OTHER (EXPLAIN)	
			15. GRAND RAPIDS					MISCELLANEOUS	
SALESMAN'S STATUS								1. PROSPECT <input type="checkbox"/>	
1. AT HOME <input checked="" type="checkbox"/>	2. ON ROAD <input type="checkbox"/>							2. CUSTOMER <input checked="" type="checkbox"/>	
								TELE. NO. <u>307-4</u>	

BIGELOW'S CALL ANALYSIS CARD: (back and front) Its Keysort feature enables management to assemble, within minutes, a complete chronological history on any individual account. If the salesman has fallen down, the call reports will reveal the reasons. (See text for further detailed explanation.)

pany with similar territories. The idea was to find out if Cameron's calls on The Fair indicated a pattern of his over-all performance:

6 Months' Period

CAMERON

Total working days	128
No. of calls (times at bat)	256
Average no. of calls per day	2

GROUP (Average)

Total working days	128
No. of calls (times at bat)	500
Average no. of calls per day	3.9

Anybody knows that in order to get results you must circulate . . . or, to retain our baseball simile, in order to get a hit, you must get up to bat. You'll never get a hit while you're riding the bench, as Cameron had been doing.

The group of salesmen who had territories similar to Cameron's were making almost twice as many calls as Cameron . . . and their resultant

higher-times-at-bat figures were paying off.

District Manager Jones dug into the records to try to find the reasons for the low-times-at-bat-figures Cameron had built up. This is what he found:

Reason for Cameron's Few "Times at Bat"

1. Lack of adequate blueprint for making territory
2. Abandoning of account call schedule
3. Discouragement on key-account performance resulted in fewer calls on these customers
4. Poor planning of time and misunderstanding of job requirements

Let's discuss these reasons for Cameron's small number of "times at bat."

First, his blueprint was not sufficiently adequate. He accomplished only half the job of laying out his call and travel plan, and did not determine after laying it out whether or not it actually could be accomplished. Because he listed too many calls for

himself, in trying to accomplish those calls he had to abandon his blueprint. Cameron discovered that when he was "over here" he was called "over there."

He soon found himself making calls all over the lot. The upshot was he could not follow the blueprint and he eventually gave up even trying.

Cameron also found that he wasted a lot of time waiting to see the buyers of key account stores and rarely was he able to pick up an order. The buyers were not particularly interested in seeing him. Eventually his morale crumbled under this treatment and, as often happens, he became discouraged and made fewer and fewer calls on these accounts. After a while it became habit.

Cameron had an idea that his job started at 9:00 in the morning and finished at 5:00 in the afternoon. It developed that in some of the cities he visited the stores opened at 9:30. So, if he was at home base, he would

HE BRINGS AN ARMFUL OF COURTESY, TOO

The man who comes to install or repair your telephone brings something more to your home than equipment, tools and efficiency.

He brings courtesy and consideration and a genuine desire to please. He treats your home and the things in it as carefully as though they were his own—cleans up and puts everything back in place when he's finished.

He brings along the realization that he is the representative of thousands of telephone men and women you may never see—all working together to give you friendly, constantly improving telephone service at reasonable cost.



BELL TELEPHONE SYSTEM





come into the office because the stores were not open when he arrived downtown.

He generally fooled around the office and usually did not get going until 10:00 or later. Cameron did not seem to be on good enough terms with his buyers so that he could arrange early morning appointments with them.

When he finally got going, he would finish a call at, say, 11:30. Well, it was too close to lunch, as far as he was concerned, to make another call and, having the idea that he could not see buyers between 12:00 and 2:00, he did not get started again until around 2:15 in the afternoon. The same thing happened at 4:30. Feeling that at 5:00 he was washed up—with only a half hour to go—there was no point in making another call, so he went back to the office, or to the hotel if he was out of town. So much for Cameron's "times at bat" showing.

Group Comparison

The order-call ratio is the sales batting average. It represents the number of orders as against the number of calls. Cameron made 256 calls in the six months' period and picked up 102 orders. This is how he compared with his group:

Order-Call Ratio (6 Months' Season)

CAMERON

Times at bat (calls)	256
Hits (orders)	102
Batting average	.398

GROUP AVERAGE

Times at bat (calls)	500
Hits (orders)	300
Batting average	.600

STRUCK OUT

CAMERON . . . 3 out of every 5 times at bat!

A batting average of .398 may look fine in baseball, but with a league-wide average of .600, it obviously wasn't good enough for *this* league.

A study of this deficiency clearly showed that Cameron did not have a good closing technique. Three times out of five he could get the buyer almost to the point of giving him an order and then lacked the ability to push him over. He lacked the strategies necessary to meet buyers' resistance.

Certainly the entire blame for this situation should not be fastened on Cameron. At that time our training program had not covered this type of instruction. Furthermore, Jones should have discovered this fault in Cameron's technique and helped him

over the hurdles. Our fact-finding program now highlights these sales deficiencies as time goes on, and a district manager hereafter will not have an excuse for overlooking this and similar sales handicaps.

A little later Cameron was sent to New York for further sales instruction. A week of concentrated effort gave him the theory and its practical application. Jones worked closely with him during the fall, making a number of calls and pointing out the good interviews as well as the mistakes. Cameron's order-call batting average climbed steadily.

Without going into detail, the ratios and averages were also discussed and, where necessary, solutions sought through analyses of:

- Number of orders per man-day
- Average order size
- Average sales production per man-day

- Showings vs. call average

- Axminster showing vs. call average

All of these approaches helped to point out to Cameron where he was falling down.

Sizing Up the Store

But let's get back to The Fair Department Store. The Fair is a key account and a medium-to-large store: probably, potentially the #2 account in the city. During post-war years when floor-coverings were allocated, they absorbed a considerable amount of merchandise. However, their best job was now being done in *ready-to-wear*, and men's and boy's clothing. As is often the case in department store operation, where top management has come up through ready-to-wear, the home furnishings departments were stepchildren.

In order to get at the root of the trouble, Jones had to find what appeared to be wrong with the situation and why we hadn't sold them more goods.

He called Cameron in and discussed The Fair Store account with him. It developed that Cameron wasn't firmly established with Jack Carson, the old-time buyer. Before the war, The Fair had been a good Bigelow account, but had slowly slid down hill. The department needed a complete face-lifting job. The sales force took their cues from the buyer—and modern salesmanship was completely lacking. The carpet workroom was headed up by another old-timer who refused to have anything to do with modern installation methods, or carpets which required modern treatment to take full advantage of their seamless appearance.

After a long discussion, Jones came

The buyers' market is a market of Buyers

... cautious, choosy, deliberate buyers - but buyers, Mister;

buyers who have the money and are waiting for values.

VALUES, not just low prices.

... and "Ditch-Digging" Advertising sells by helping buyers see those values.

"Ditch-Digging" Advertising is based on helping customers and prospects understand what a product can do for them, rather than on bludgeoning them with "sales arguments" or seducing them with "psychological nuances."

To do that in a way that will interest prospects and move them a step closer to a purchase, you must first find out for sure what viewpoints, prejudices, and confusions cloak your product in their minds...today;

... not yesterday, when they were being sweet to you in the hope of getting larger allocations and quicker deliveries ...

TODAY, when a clear-eyed, fresh, objective look at your customers and prospects stands a good chance of revealing either obstacles to the purchase of your product or sound new sales approaches.

Now you're set for the
"Ditch-Digging" Advertising

Once you know where to aim and what

to say, you put your "ditch-digging" crew to work figuring out how to say what needs saying and how often to say it to improve the viewpoints and reduce the prejudices and confusions that stand in the way of sales.

THEN, the "ditch-diggers" work out with you the best kit of tools for your particular purpose--booklets, magazine advertising, direct mail, or whatever other mechanical means of imparting ideas and information fits your case.

The reason for all this is to saddle your advertising with as much of the telling in selling as it can carry, thus freeing your salesmen for the most productive use of their costly time ... closing sales.

This agency is equipped to work with any Sales Manager who wants to do a hard-selling job with dispatch and economy. We can get going fast -- and with the least possible drain on your time. If you'd like to discuss how Ditch-Digging Advertising works to boost sales for any product that's worth its price, just let us know where and when.



THE SCHUYLER HOPPER Co.

12 East 41st Street, New York 17, N.Y. • LExington 2-1790

"'DITCH-DIGGING' ADVERTISING THAT SELLS BY HELPING PEOPLE BUY"

to the conclusion that Cameron was being "buffaloed" by these two old-timers at The Fair Store. They had him beaten down to the point where he was actually afraid to suggest anything new or different. Jones summed it up this way: "I'll tell you something, Cameron. I have a strong suspicion that those two old boys at The Fair have succeeded in souring you. Let's get out your call analysis cards and see if I'm not right. I don't think any account can be that unsalvageable."

Call Report File

We label our call report "Call Analysis Card." (See illustration, page 46.) The salesman makes out cards for each call and they are mailed to his district office at the end of each day. They require little writing, being mainly a series of checks. Actual time consumed in filling out a card runs under two minutes. It is set up on the McBee Keysort, a manually operated punched card system. These cards are kept in the district offices with monthly summaries issued to the Department of Analysis and Control in New York City, the regional sales managers, and the salesmen.

They first sorted for Cameron and then dropped out The Fair cards. As there were only 10, it was easy enough to go over each of these separately without further use of the Keysort.

This card is typical of the kind of routine call that Cameron was making.

On none of these calls had Cameron asked about store modernization, which was the first point he made to Jones when they started to analyze the account. When asked "Why?" Cameron replied that "Carson, the old goat, would have me thrown out!"

Neither had he discussed the Bigelow Retail School at the Amsterdam plant, nor the Carpet Laying School at our Thompsonville plant. He had made no attempt to hold meetings with the retail sales personnel or even to discuss the possibility with Carson. His sales approach on Axminster was more or less confined to statements such as this: "Really, Mr. Carson, you should have a few Beauvais in stock. The line is 'hot' and I'm sure you would do a job."

No real conviction in his approach or tone of voice. No success story to relate how such-and-such a store did it with Beauvais. No attempt to show our mat service on Beauvais or any of the other promotional tools of which Bigelow has so many. No at-

tempt to set up a model stock of Axminsters and demonstrate a fresh merchandising approach.

Cameron was afraid of Carson and afraid to tell Jones his troubles. Well, that's a hell of a way to run a railroad, as the old story goes, and certainly a hell of a way to run a territory!

The first thing Jones did was to arrange a lunch with Carson for himself and Cameron. When they were discussing the advisability of a luncheon, it turned out that Cameron had never entertained Carson, even for lunch, yet he was always slightly over his entertainment budget. Jones decided to look over Cameron's expense accounts and he found that 80% of his entertainment expense was being spent on 20% of his accounts. In other words, six customers were getting most of the entertainment.

Five of these were small accounts and only one was a key account. True, they were all people Cameron enjoyed being with. They had become social as well as business friends, but actually the entertaining had little effect on Bigelow's business. In the meantime, no money was being spent on accounts where it would do the most good.

To get back to the lunch, no business was discussed at all, with this exception: At the very end Jones said to Carson that he had a plan in mind for The Fair and he would like to discuss it with him and with Solomon, the merchandise manager. Carson said he would be glad to set up a date.

Going back to the office, Cameron remarked that he had never seen Carson so affable and he really seemed like a nice guy.

Jones' plan—worked out with the help of Bigelow's display advertising and sales promotion staffs—finally got to the president of the store and was approved. Here is an outline of the plan as presented:

1. Modernization of the department with plans and sketches drawn by Bigelow's store service.

2. Two salesmen (a veteran and a rookie) signed up for the Retail Training School at Amsterdam.

3. The assistant workroom manager, an ex-GI, signed up for Bigelow's Carpet Laying School.

4. A basic stock plan with special emphasis on Axminsters.

5. Establishment of a Lokweave Department which would result in plus business, Lokweave being a Bigelow exclusive.

6. Elimination of two competitors' lines which, to a considerable extent, duplicated Bigelow merchandise for which plans had actually been made.

7. Creation of an advertising campaign on Bigelow merchandise, using our mat service, a few special advertisements and spot radio announcements created by our staff.

8. Development of window, departmental and spot displays for Bigelow.

Once Cameron was completely confident that this new fact-finding system was actually designed to help him, he became enthusiastic. He began using it as a constant check against himself, and found that it helped him to give better service to his dealers. This new confidence enabled him to develop sales ideas which were passed along to his accounts: sales hooks which resulted in Bigelow goods being moved out to the ultimate consumer, which meant reorders for him. Cameron's dealers began to regard him as a business asset, and looked forward to his calls.

Almost any sales problem can be approached in the same sane, scientific way once the *real* problem elements are known. But a sales sickness must be approached in the same manner as a human sickness is approached by a modern clinic. A full examination of the entire structure must be made. An aspirin tablet might give temporary relief for a headache, but if the real cause of that headache is a deep-seated organic one, only a complete examination is going to find the source—and to find the source is often to have the cure plainly indicated.

Helping Your Sales Force

A sales manager has two choices: Either give a sales force an aspirin tablet and a tongue-lashing—or get right down to the basic source of the problem and help his men overcome it. If you follow the latter course, you will discover a new era in sales—for yourself as well as your men. The more you learn about the sales facts of life, the more profitable and fascinating that life becomes, and the nearer the arrival of that day every sales manager dreams about—the day when every customer welcomes your salesmen with open arms because they contribute *ideas* as well as merchandise.

But this is a very important factor: Before you can make fact-finding work as it should, you've got to have an organization that is 100% with you—an organization that knows you are 100% with it. Your men have to know that fact-finding has been adapted to do a job for *them*—that it is not a Gestapo-type of operation. You and your men have got to share a real honest-to-God belief in your company and the men who are its soul. But that's another story.



shots to cover all of REDBOOK's readers. In a group portrait, however, their group character emerges: they're mostly between the ages of 18 and 35. They stepped into maturity either (1) in the teeth of the depression or (2) in the face of World War II—both special circumstances producing special attitudes, needs, values. They're young, hopeful, confident, serious, active, well educated, well travelled realists. And they're prolific! They no longer hope for, and don't particularly want, a mansion and a butler—they *do* want children and security. And whether it's getting married, buying a house, or a television set—their calculated decision is *act-now, buy-now, LIVE-NOW*. They read REDBOOK because REDBOOK reads *them*, reflects them, rewards them.

MEMO TO MANUFACTURERS

Q. *Is there a real need for a magazine of this kind?*

A. Let the public answer that one. Newsstand circulation has gone up consistently. Total paid circulation is at an all-time high... nearly 2,000,000.

Q. *What does this editorial approach mean in terms of a market?*

A. As a *young* audience REDBOOK readers are best-buying customers of small homes, cars, products for children, major appliances. As a group whose self interest is unusually high, they are an ideal audience for cosmetics, toiletries, all kinds of apparel.

Q. *Is it a big market?*

A. REDBOOK's nearly two million copies probably reach more than twice that many young men and women—a sizable segment of their age group.

As an advertiser, with things to sell that these *act-now* young people want and need, you will find REDBOOK a high-traffic show window for your products.

Serving the self-interest of Young Adults!

THE LIVE-NOW...ACT-NOW...BUY-NOW AGE GROUP



Nation-Wide FOR ALL YOUR SHIPPING NEEDS

Large or small, your RAILWAY EXPRESS shipments receive equal care and dispatch as they move swiftly toward you or your customer. Railroads, scheduled airlines and vehicle pick-up and delivery all combine to bring you the experienced, uninterrupted, COMPLETE shipping service you require.

With RAILWAY EXPRESS, you deal with one responsible carrier... You pay one all-inclusive charge. For fast, economical shipping be sure to specify RAILWAY EXPRESS.

★ONE SINGLE CHARGE GIVES YOU—

- Pick-up and delivery in all cities and principal towns...
- Fast rail or air service...
- Automatic valuation coverage up to \$50, or 50¢ per pound...
- Two receipts—one to the shipper, the other from the consignee...
- Many other advantages providing greater shipping efficiency in your industry.



NATION-WIDE RAIL-AIR SERVICE



THE SALESMAN'S CREED

To respect my profession, my company and myself. To be honest and fair with my company; as I expect my company to be honest and fair with me; to think of it with loyalty, speak of it with praise, and act always as a trustworthy custodian of its good name. To be a man whose word carries weight at my home office; to be a booster, not a knocker; a pusher, not a kicker; a motor, not a clog.

To base my expectations of reward on a solid foundation of service rendered; to be willing to pay the price of success in honest effort. To look upon my work as opportunity to be seized with joy and made the most of, and not as painful drudgery to be reluctantly endured.

To remember that success lies within myself, in my own brain, my own ambition, my own courage and determination. To expect difficulties and force my way through them; to turn hard experience into capital for future struggles.

To believe in my proposition heart and soul; to carry an air of optimism into the presence of possible customers; to dispel ill temper with cheerfulness, kill doubts with strong convictions and reduce active friction with an agreeable personality.

To make a study of my business or line; to know my profession in every detail from the ground up; to mix brains with my efforts and use system and method in my work. To find time to do everything needful by never letting time find me doing nothing. To hoard days as a miser hoards dollars; to make every hour bring me dividends in commissions, increased knowledge or healthful recreation.

To keep my future unmortgaged with debt; to save money as well as earn it; to cut out expensive amusements until I can afford them; to steer clear of dissipation and guard my health of body and peace of mind as my most precious stock in trade.

Finally, to take a good grip on the joy of life; to play the game like a gentleman; to fight against nothing so hard as my own weaknesses, and to endeavor to grow as a salesman and as a man with the passage of every day of time. THIS IS MY CREED.

W. C. HOLMAN

Reprinted by permission of the author, W. C. Holman, from "The Salesman's Creed"

Now Ready: Reprints of "The Salesman's Creed"

At the request of many subscribers, SALES MANAGEMENT has re-produced W. C. Holman's "The Salesman's Creed," as quoted in "Shop Talk," SM, Sept. 1, in a size and format suitable for framing. The finished design, in reduced size, is shown above. (Actual size: 11 1/2" x 15".) It is on fine rag stock, and done in color.

For the benefit of readers who may have missed the complete text in the September 1 issue, we quote:

The Salesman's Creed

To respect my profession, my company and myself. To be honest and fair with my company, as I expect my company to be honest and fair with me; to think of it with loyalty, speak of it with praise, and act always as a trustworthy custodian of its good name. To be a man whose word carries weight at my home office; to be a booster, not a knocker; a pusher, not a kicker; a motor, not a clog.

To base my expectations of reward on a solid foundation of service rendered; to be willing to pay the price of success in honest effort. To look upon my work as opportunity to be seized with joy and made the most of, and not as painful drudgery to be reluctantly endured.

To remember that success lies within myself, in my own brain, my own ambition, my own courage and determination. To expect difficulties and force my way through them; to turn hard experience into capital for future struggles.

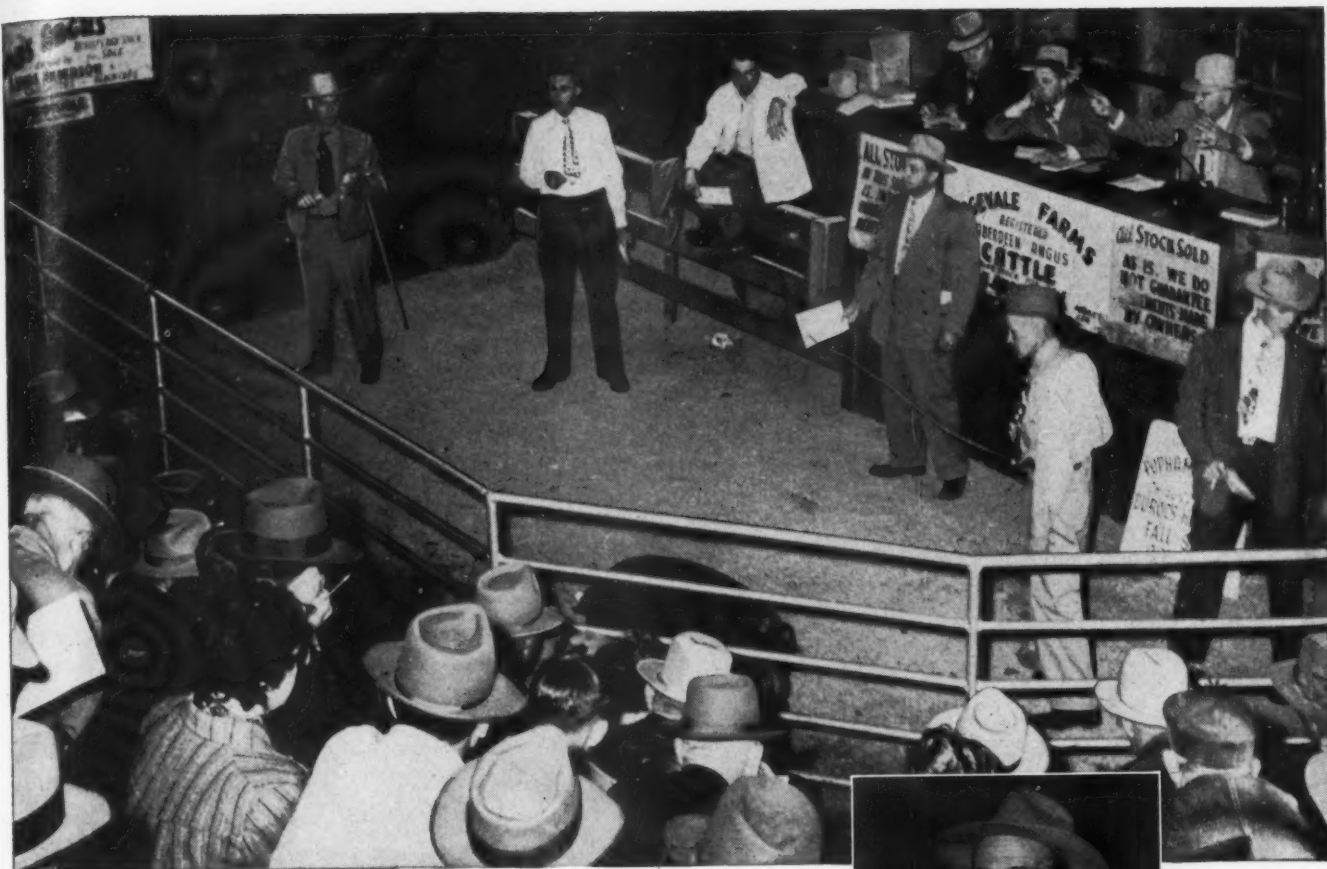
To believe in my proposition heart and soul; to carry an air of optimism into the presence of possible customers; to dispel ill temper with cheerfulness, kill doubts with strong convictions and reduce active friction with an agreeable personality.

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Finally, to take a good grip on the joy of life; to play the game like a gentleman; to fight against nothing so hard as my own weaknesses, and to endeavor to grow as a salesman and as a man with the passage of every day of time. THIS IS MY CREED.

You may send orders to The Readers' Service Bureau, Sales Management, 386 4th Ave., New York 16, N. Y. Prices: Single copies: \$1... 3 to 11 copies, 75¢ each... a dozen copies, \$6... more than 12, 50¢ each.

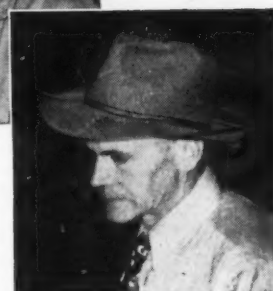
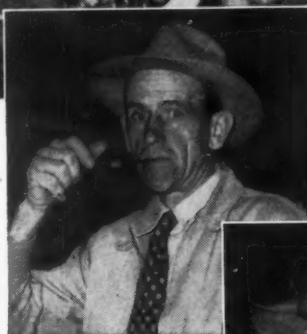


Popham Brothers credit Missouri Ruralist for a successful Duroc sale at the Chillicothe, Missouri Sale Barn.

"Missouri Ruralist is our Best Salesman..."

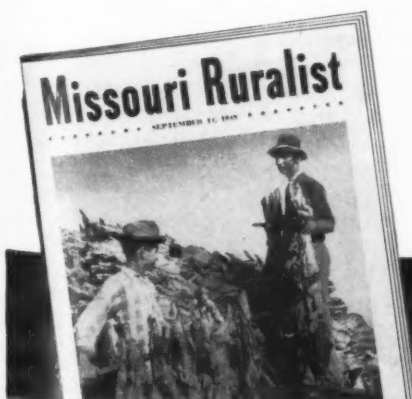
say *Edgar and Aurel Popham, prominent livestock breeders of Chillicothe, Missouri*

"Never Have a Sale Without The Missouri Ruralist. We have advertised in Missouri Ruralist ever since we have been in the breeding business and are happy to say that this advertising has brought new buyers and broadened our selling territory. We can heartily recommend the Missouri Ruralist."



(Above, left) Aurel R. Popham, in charge of Hereford cattle operation since 1925.

(Below, right) Edgar R. Popham, in charge of Duroc hog production since 1919.



BUSINESS PAPER OF THE MISSOURI FARMER...

The Missouri Ruralist is the farmer's standby for latest farm information. It is edited specifically for Missouri farming problems. Remember this extra influence you get with Missouri Ruralist. You can count on an audience that is willing to LISTEN... BELIEVE... and BUY!

MISSOURI RURALIST

Published by Copper Publications

Editorial Office, FAYETTE, Mo. Business Office, TOPEKA, KAN.



A. DEVANEY

Alma Mater Is In Business Now —Tax Free!

BY A. G. MEZERIK

College investments in profit-making enterprise now total a billion dollars. They contribute not a thin dime to the national budget. It may not be long before business lets out a loud yelp about "unfair competition," and the tax experts whet their arguments for some new legislation.

The vine-covered walls of many of America's largest universities no longer enclose only the ivory towers of learning. University administrators have become industrialists, bankers and real estate dealers. High-powered business enterprises—entirely owned by educational institutions—now produce \$150 million of income annually.

Along with this income, university operations in business are producing something else: a wave of protest. The outcry is not against higher learning, but against university-created unfair competition, the very

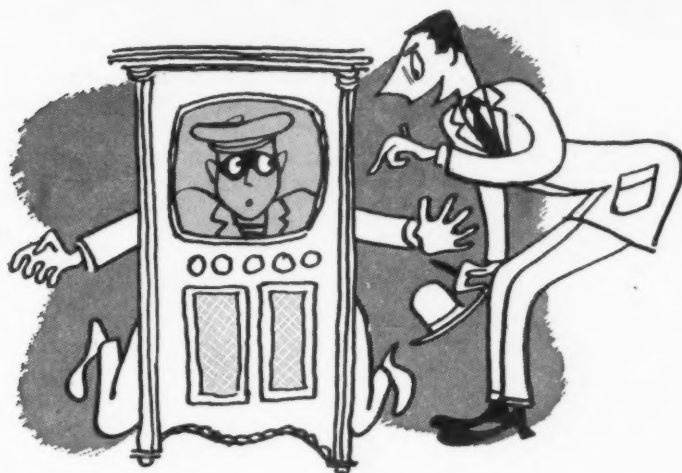
practice which the law departments of these universities teach their young hopefuls to beware of.

New York University, one of America's largest universities, owns in its entirety the C. F. Mueller Co., makers of macaroni and spaghetti products. That same center of learning is in the business of manufacturing piston rings and of producing table china. Another of its large factories makes leather goods. Altogether, New York University controls, through corporations directed by alumni, a half-dozen industrial

concerns with gross assets of about \$50 million—not exactly peanuts. New York University gets all the income from these operations. Should the corporations be dissolved, N.Y.U. would receive all the net assets.

All this would be interesting as an example of the fact that our teachers of business administration are trying their mettle at practicing what they preach, with the exception that universities are tax exempt and are using that tax exemption (granted because they provide education) to take profits from businesses which, were they privately owned, would be subject to the annual payment of large sums of money.

New York University is using its knowledge of law extensively these days. The C. F. Mueller Co. was a New Jersey corporation until New York University acquired it. They immediately changed it into a Delaware non-profit corporation. This is one reason why the university's opera-



TV stole what PM audience from what AM?

In Boston's first year of TV, the evening share of audience for "FM, TV and all others" zoomed from 3.3% in 1948 to 18.3% in 1949. Mostly this is TV, of course, and obviously had to come from AM station evening audiences —

But what stations?

Again the answer is supplied by Hooper's May-September 1949 figures with the comparable report of 1948. All network-affiliated stations individually lost from 2% to 5.8%. And the total, interestingly enough, approximates the gain for "FM, TV and others."

On the other hand, one Boston station held its evening audience — and even *gained* listeners against TV competition. This *independent* station — the Herald-Traveler station WHDH — demonstrated the power of news-sports-music programming to complement video fare in the home.

Now with TV in the picture, Boston's fastest growing station *continues* to be your surest, best buy in Boston radio.

Here's what TV did to Boston Evening Radio Listening...

Network-affiliated stations lost as high as 30% of their evening audiences, according to these Hooper figures, in Boston's first full year of TV. And independent WHDH is the only station that gained! In Boston, look to WHDH to protect your radio position.

Share of Audience May through September

Evening Sunday through Saturday 6:00 p.m.—10:30 p.m.

		Network Stations				WHDH
Homes Using Sets		A	B	C	D	
1948	26.2	21.8	12.0	20.7	14.0	23.8
1949	25.0	16.0	9.4	18.7	9.8	24.2
Audience change		-5.8	-2.6	-2.0	-4.2	+0.4

Owned and operated by the Herald-Traveler

BOSTON • 50,000 WATTS

Represented Nationally by John Blair & Co.

WHDH

tion of its wholly-owned companies meant a savings last year to them of \$1½ million—an edge which might mean that the university-made product can be sold for less than the cost of the privately-made competitive product which necessarily includes both property and income taxes.

On the face of the evidence which has accumulated, he would be a rash businessman who assumes that he is not yet in the path of this new march of the universities down the field of business, banking and industry. A college in Utah owns and operates a hydro-electric plant. Duke University runs a hotel, a motion picture theater and even a haberdashery. Universities already own citrus groves, cattle ranches, a street car company, an airport, the Encyclopedia Britannica, and a host of other enterprises. Food and medicine manufacturers have reason to know that they also control patent pools and collect royalties.

It is a long list and it will be longer, for most of this hectic activity represents a new line of endeavor for the educational world. Some universities, such as New York University, have gone into business because they do not have great endowments and they do have large budgets. Their

purchases, made by alumni, are financed by borrowings. They are in it for the income, as much as they can get as soon as they can get it. Other universities, more fortunately situated, have gone commercial because they cannot otherwise get as attractive returns on their endowment funds. These funds are large, amounting to \$2½ billion for all American institutions. College investments in business commodities and real estate already total a billion dollars, or 40% of this endowment money. Before the war this kind of investment was only 20%, the remaining 80% being largely in gilt-edge Government securities, the conventional investment for sacred trusted funds.

Recently, a report on taxation was prepared by a special committee of the American Council on Education. This committee, headed by Carter Davidson, president of Union College, Schenectady, N. Y., analyzed the activities of 1,300 universities and colleges. The committee found, along with other data used in this article, that 455 universities now own enterprises, the products of which are sold to others than the staff and students of the institutions.

No doubt about it, this is a trend

and if it has not already been recognized by the business world, some educators are conscious of and perturbed by it. These few know that a depression might work havoc with carefully nurtured endowments, to the detriment of oncoming generations. This note of caution, however, makes little perceptible headway in the universities turned market places. They are doing very well, thanks to the 38% corporation tax which they pocket, while the ordinary businessman has to pay it. It is this tax exemption which has allayed the fears of university administrators, and it is this same tax exemption which should give the businessman grounds for uneasiness—particularly when he remembers that \$1½ billion which is still waiting in the endowment funds.

Investments in Real Estate

In this new big business era of universities, they have also emerged as real estate and investment operators on a very large scale. Some universities have, of course, long owned important tracts of land. Columbia University owns the site of Rockefeller Center in New York City and pays real estate taxes on it. Only a few blocks away, the tall Chrysler Building stands on land owned by Cooper Union, a well established though lesser known educational institution. It has consistently refused to pay taxes. These two ownerships are typical of the old-line university real estate ownership where some universities pay taxes and others do not.

Union College, in the state of New York, is a pioneer in a newer method. It has purchased, for over \$16 million, all properties which are occupied by the Allied Stores Corp., one of the largest national department store chains. On acquiring title, the university leased all the properties back to Allied Stores at a low rental. The Abraham & Straus property in Brooklyn, valued at \$9 million, was also purchased by Union College. The college leased it back to A. & S. for a rental of \$14,000 per year which, in a span of 80 years, graduates up to \$100,000. Only \$400,000 was actually invested by Union College, the remainder being represented in bank notes and mortgages arranged by A. & S.

The University of Pennsylvania owns the Lit Bros. store property in Philadelphia, which now occupies it on a lease-back arrangement. The Lit Bros. deal shows to what extent high finance has become a university attribute. In selling their buildings and land to the University of Pennsylvania, Lit Bros. wrote off a \$6,400,-

12 months a year



COVERAGE. All Nash boards reach Nash prospects—make new ones, too. No other medium has such complete coverage every day of the year. Send for the facts, they

tell how General Outdoor's *potent* coverage fits your budget. General Outdoor Advertising Co., 515 South Loomis Street, Chicago 7, Illinois.

★ Covers 1400
leading cities
and towns



000 loss. They then leased back the property at \$275,000 annually. This transaction had decided benefits for Lit Bros. as well as for the university. Lit Bros. avoided future property taxes and they also secured a deductible charge against income which they could not have obtained had they continued to hold assets so largely depreciated.

Business men and tax lawyers have besieged universities to get them to enter into deals from which they would take mutual benefits. Any blame for the national tax loss must be shared by colleges and business.

Whether in the sticks or in the ivy league, the practice is the same. Yale University owns the Frank & Seder store building in Philadelphia, and Harvard University interests are part of the ownership of Gimbel's location. Only this month, Connecticut Boola, Inc., a whimsically named wholly-owned subsidiary of Yale University, paid \$4½ million for Macy's new store building in San Francisco, immediately leasing it back to the big department store. The truth of the matter is that universities old and new have suddenly emerged as great reservoirs of capital, overbidding private bankers and individual investors, just as in the field of industry they are capable of underselling private business.

Suit by Internal Revenue

No one wants to get into a fight with his own or the other man's alma mater, yet common sense dictates that trouble is brewing for competitive business in all this bustling and crowding of colleges and universities into diversified activities. The Bureau of Internal Revenue has finally recognized some of the implications of tax exempt activities. It has ordered the Mueller Co. to pay its income taxes. The issue is now in the courts, taken there by Mueller-New York University interests in an effort to forestall the Government. Should the Government collect, business will breathe more easily.

Two committees of Congress have quietly embarked on investigations of the relationships of the activities of universities and other non-profit institutions to all of business, to the consumer and to the tax picture. The Treasury Department, cooperating with Congress, is doing the spadework. Lawmakers are conscious of Senator Tobey's remark, made after a long inquiry into tax exempt operations, that 58% of the national income escapes taxation. This university operation, they speculate, may be one of the loopholes.

For many reasons the activities of

colleges, universities and other tax exempt institutions in business—and especially in manufacturing and selling—present a new problem demanding immediate attention. Exemption from taxes for one business is unfair and discriminatory against all the others in the same line. There is also the grave question as to whether funds which are trusted for specific purposes should be involved in business risks.

Finally and realistically, no such thing as tax exemption exists. When an educational institution does not pay its taxes on profit-making operations, the loss has to be made up by the rest of us. Tax exemption simply moves the load off one back onto other backs already well burdened.

In Ontario, Canada, legislators are attempting to grapple with this problem. They have written a bill which provides that charitable trusts must divest themselves of all securities which they have or may acquire when their holdings constitute more than 10% of the equity in a given enterprise.

That is one way to go at it and perhaps a good one. The simpler way here in the United States would be to require all tax exempt institutions to pay taxes on businesses which they wholly own or which are conducted

for their profit, and, with this legislation, to set up rules which will constitute safe investment procedure for trustees.

America's educational institutions have earned a great reputation for instilling the rules of fair play in their students. However, the rules of fair play are wider: They go over into the relationships of the university with the rest of us. Neither the businessman nor the worker nor the farmer should be required to assume the burden of paying taxes for a university when it goes into business to make a profit. Nor should business be forced to be at the mercy of the unfair competition inherent in the universities' lowered costs which exist not because of efficient practices, but because they receive tax savings. These are inequities which should be stopped now, before the weight of \$2½ billion of endowment funds becomes oppressive.

Senator Tobey and Representatives Mason and Kean have each introduced bills which touch phases of the entire problem. However, legislation will not be enacted until the butcher, the baker and the candlestick maker, and all other businessmen wake up and tell their Congressmen that, for the protection of the entire economy, this loophole in tax laws must be plugged.

Time-saving market data source book

SRDS CONSUMER MARKETS organizes in one place the basic state, county, and city data that sales and advertising executives constantly use in appraising markets for consumer products.

This easy-to-use source book covers completely the detailed statistics that reliably picture market characteristics, conditions and trends in every important market area in the U.S., U.S. Territories and Possessions, Canada, and the Philippines.

In addition, media Service-Ads, like the YOUNGSTOWN VINDICATOR's shown here, provide much supplementary information useful in proper market evaluation.

For a complete picture of the full scope of the 1949-1950 Edition of CONSUMER MARKETS, send for Full Explanation Folder. Copies of CM are \$5.00 each.

YOUNGSTOWN MARKET
3rd largest iron and steel producing area in U.S.

100% daily and Sunday circulation—100% City Read.

75% daily, 90% Sunday circulation—ABC Trade Area.

Normal Retail Trade Area.

Effective coverage beyond trade area.

BUSINESS is good in the nation's 3rd largest iron and steel producing area. Employment of more than 60,000 persons in Youngstown during the first five months of 1949, as reported by the Ohio State Employment Service, equaled the employment level of one year ago.

Although iron and steel production is the Youngstown Area's basic industry, the district's total dollar value of manufactured goods is not derived from steel alone.

Youngstown is also a primary producer of automotive parts, metal office furniture, leather and rubber products, pottery, brass and copper castings, automatic sprinklers, electrical supplies, plastics, mattresses, clothing and many others.

The Vindicator, with a circulation exceeding 87,000 daily and 127,000 Sunday, provides maximum coverage of this important Ohio Market.

Youngstown Vindicator
KELLY-SMITH CO., National Representatives

Consumer Markets

A Section of Standard Rate & Data Service
Walter E. Botthof, Publisher
333 North Michigan Avenue, Chicago 1, Ill.
New York • San Francisco • Los Angeles

A Training Expert Has His Say In the "War of Words"

BY DAVID R. OSBORNE

The "Shop Talk" piece in the October 15 issue, and the ensuing reply to it by Jack Lacy in the November 10 issue, provoked this interesting opinion-piece from an authority on sales education. He endorses the "Shop Talk" stand.

(For further comment on response to "What Are We Saying?" and "Lacy's Counter-Attack," see "Shop Talk," this issue, page 74.)

Editor, "Shop Talk":

Some of the comments in your October 15 "Shop Talk" have brought into the open a few things that have long been badly in need of saying—over a loud speaker. I refer especially, particularly—and admirably—to the remarks where:

1. You question the wisdom of fixing in the minds of salesmen "a picture of a sale as a situation in which man is pitted against man, rather than a situation in which two people are working harmoniously and intelligently together to solve a problem of want and need." (You might have added the other side of the problem, i. e., *the selection of a source of supply* for taking care of wants and needs.)

2. You remonstrate against any effort to teach salesmen such slickerisms as are represented by the concept of "trapping" a prospective buyer into commitments which might make it embarrassing for him to decline to be "closed."

3. You make a plea for encouraging salespeople to explore the possibilities (long recognized by advertising men) of the "deliberate building of a vocabulary of specific picture-making words to describe our own product or service—words to replace extravagant and trite generalities such as 'wonderful', 'beautiful', 'great', and so on."

I don't see how, in his "Dear Editor" letter, Jack Lacy could have brought himself to imply that such views are either sissified or pedantic. Even though he invokes such personable and venerated witnesses as Red Motley and Gene Flack, selling by sophistry and trick situations is still



"... isn't there generally something wrong (with either the proposition, or the salesman, or the sales management) whenever a salesman feels that he has to 'fight'?"—David R. Osborne.

such a poor substitute for sincerity and a persuasive appeal to legitimate emotions that I can't believe Mr. Lacy was serious in this rebuttal. Maybe he didn't intend to question the practical validity of your views as I have understood them. Whether purposely or not, he does, however, give the impression that some sales leaders, at least, reject as absurd the theory that sound selling and sound ethics can be entirely compatible or reconcilable.

I hope I have completely misunderstood his meaning. Because Mr. Lacy is such a widely booked exponent and interpreter of sales attitudes and selling methods, for him to question seriously the manifest soundness of your main points—much less to argue a contrasting view—could hardly help but do harm. There seems no doubt that it would at least tend to block the efforts being made by such or-

ganizations as the National Sales Executives, Inc., the National Society of Sales Training Executives and the American Marketing Association, and many of the colleges and universities, to bring about a wider acceptance of the desirability of selling as a career.

To the extent that the tone of the vox pop letter that your heading refers to as Mr. Lacy's "counter-attack" is accepted and praised as the state of mind of sales management in general, it would certainly seem, therefore, to be a definite setback for those who hope to attract a higher type of man for sales work.

Principles in Selling

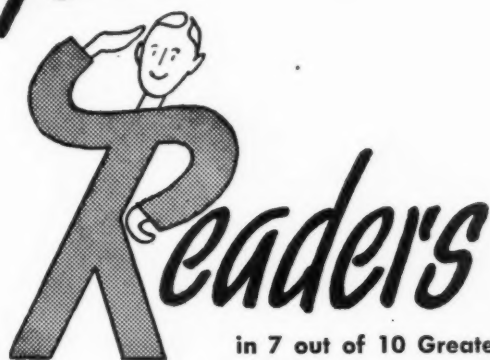
His apparent challenge of your warning against the seemingly self-evident impropriety of certain sales practices also appears certain to raise doubts among new recruits about whether high moral principles are "practical" in selling; and whether they should be taken for granted by supervisors in the training of salespeople already employed.

Of course, I realize that some angles of Mr. Lacy's viewpoint have been pretty widely held. Obviously, you have been conscious of this also. Otherwise, there would have been no point in those of your comments to which he takes exception.

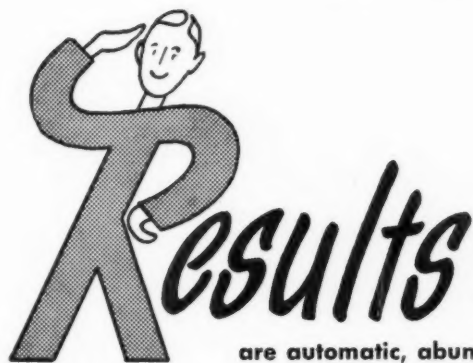
But in that metaphor of the "fight," for instance, isn't there generally something wrong (with either the proposition, or the salesman, or the sales management) whenever a salesman feels that he has to "fight"? Is a sales manager wrong when he believes that a salesman's job is, first of all, one of *winning confidence*? And that, in order to "win" confidence, he must *have* it? Whenever he has the feeling that he must do battle in making a sale, isn't that, in itself, a pretty good sign that a salesman feels insecure? A feeling of solid self-confidence and the feeling of a need for combativeness just don't seem to me to go together. As a matter of fact, aren't they mutually exclusive?

Doesn't all this apply particularly to the pitiful case of the salesman described by Mr. Lacy, and apparently considered typical by him, i. e., the

At your service!



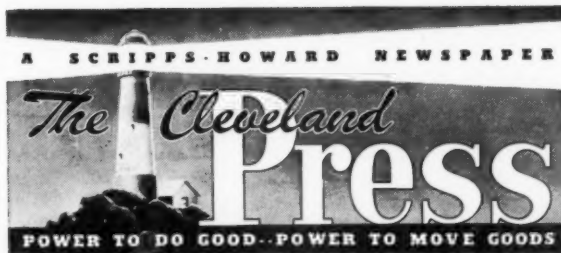
in 7 out of 10 Greater Cleveland homes mean dominant one-paper coverage of this compact prosperous market every day... a daily contact with alert customers who eagerly read advertising as well as news.



are automatic, abundant and conclusive when you expose your sales message to the eager every day reading audience delivered by the result-famous Cleveland Press. Merchants know this. Do you?



that gives an accurate check of advertising results in your field enables you to get more value out of your advertising dollar. Our research is produced to make your selling job easier.



**You Can Make Over 100,000 Sales Calls
on Automotive Repair Shops, Each Month,
for Less than
3/10¢ Per Call**

BALTRUM BROS. GARAGE, Oak Park, Ill.

One of the more than 100,000 garages where
Automotive Digest is bought and read each month.



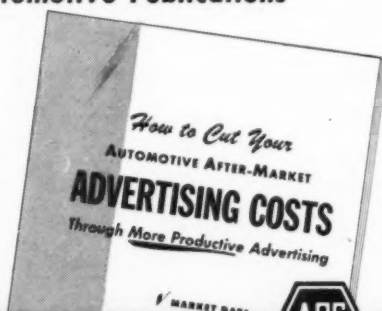
Automotive **DIGEST**

The "WORKHORSE" of Automotive Publications

- First in Reader Response
- First in Value
- First in Paid Circulation
—over 100,000 monthly

Paid circulation is responsive circulation. Auto-
motive Digest has the largest paid circulation
of any automotive publication.

Send for the FREE Book containing valuable market-
ing information on the Automotive After Market.



Automotive **DIGEST**

22 East 12th St., Cincinnati • 1501 Broadway, New York • 141 W. Jackson Blvd., Chicago
6432 Cass Ave., Detroit • 639 S. Wilton St., Los Angeles

HIT HARDER

**at Buffalo's Men and
Women Who Buy
...Use the Courier-Express**

In 1948 the Courier-Express carried 63% of all men's wear
linage in Buffalo. It has led
in this classification every
year since 1933. And it leads
in the women's wear field, too.
That is why it's safe to select
Buffalo's morning and Sunday
newspaper as your *first* choice.

Your dollar in the Courier-
Express buys greater impact
on the families with more
money to *BUY* your product.



one who has "sat in a lonely hotel room, a couple of thousand miles from those (he loves), with loneliness eating (his) heart out, and fought (himself) to keep from throwing up the job and going back home and staying there, to be near the ones (he loves) more than anything else in the world."

This poor wretch is the one further described by Mr. Lacy as having "struggled out of bed in the morning, heartsick and discouraged, because (he couldn't) sell anything to anybody, and *forced* (himself) to start out again, with a smile on (his) lips and a spirit of optimism on the surface, when underneath (he) was whipped completely."

Yes indeed, Mr. Lacy, most salesmen probably *have* been in that state of blue funk, at one time or another, (not quite so *utterly* down-hearted, perhaps, but pretty darned discouraged). Yes, they may even have been, as you describe it, "in the middle of the draining of the dregs"—when, lo, they *did* get from their sales manager, a letter, or a call, giving them a knock-down-and-drag-out "fight talk." (In my time, I have received a couple of those letters myself.)

What's the Reaction

But most of the many salesmen I have talked to about this sort of thing did *not* appreciate it. They did *not*, as Mr. Lacy seems to assume any red-blooded and properly-brought-up American boy would, "get down on their knees and thank God" for such a swell sales manager. On the contrary, a lot of them were so damned mad that what they probably *did* do was to write three or four telegrams of resignation as a sort of grievance catharsis. (Of course, most of them tore those wires up, because, what with insurance coming up, and maybe a new baby in the offing, they had discretion enough to put off making the leap until they were sure they had located a fire-net to jump into.)

In many a case like that it was not "fight" that was needed. It was for the salesman to un-tense himself and relax. Nearly every sales manager can remember, from his own selling days, times when he was working under pressure.

He had every motivation and desire to make good; but was not cutting the mustard, because he was "fighting" *too hard*. His prospects sensed his state of mind—and put up their guards. What he needed then was not a shot in the arm, but nutrition; not "inspirational" blah, but confidence inspired by a better supply of take-home know-how.

Assuming that they have selected basically good men for their organizations, aren't the sales managers (in the home office or in the field) who really are God's gift to salesmen the ones who accept in full their responsibility for helping their men accumulate the kind of "social security" that comes from knowing how to do a job right? Aren't they the ones who, instead of giving out with "fight talk," either wire the fellow who needs a friend to come to headquarters for a snack of "refresher" training? Or, preferably, grab a car, or sleeper, or plane, and do some on-the-job training, with plenty of what the Hoover Company's salespeople call "curbstone conferences"? Or, if it must be a letter, write one that is personal, objective, and encouraging — with ideas or specific instructions that are custom-made to fit the situation? Shouldn't the tone inspire confidence, and *not* suggest that the prospective buyer's recognition of a good buy is so hard to come by that it must be "fought" over?

Of course, these questions are not at all intended to suggest the wet-nursing of salesmen or any lack of firmness, either in letters, or sales meetings or personal conferences. Quite the contrary. They are intended, however, to question the wisdom of impugning the attitude or depreciating the human dignity and self-respect of salespeople, by assuming that, like a Hollywood football coach between halves, the boss must either plead with or command them to "fight! fight!! fight!!!"

Show Self-Confidence

In fact, don't the supervisors who still stick to the old-fashioned "fight" routine generally give you the impression that what they really are doing is revealing their own underlying timidity and self-mistrust? Don't they seem to be trying to kid themselves that every time they look in the mirror they see vim, vigor, virility, lemon juice, vinegar and the "dominance" of a born "executive" spread all over the glass? Could an observer very well help but get the feeling that, like the majority of "inspirational speeches" put on at sales meetings, these clarion calls to do battle seem, more often than not, to spring from an unconscious attempt to rationalize either the inability or the unwillingness of the sales management to accept responsibility for the development of genuine competence among salesmen? Doesn't such a lather usually seem to be worked up as a substitute for the "constant, sympathetic pressure" re-

FORECASTING BUSINESS

Is Our Business

FROM: **Newsweek**

AUGUST 1, 1949

FORECASTS

Who Says Depression?

Businessmen heard a reassuring prophecy last week: "It is clear that no major depression of the 1929-32 variety is in prospect for the next ten years."

The forecaster was Dr. Charles Frederick Roos, head of the Econometric Institute. "It is clear also," he predicted, "that there will be ups and downs and even a sharp decline. But even with such a decline, unemployment does not reach alarming proportions. . . . Business activity in the next ten years will continue at much higher levels than during any prewar period and therefore should mean relatively high volumes of sales and profits."

Business forecasters are almost as numerous as race-track tipsters. Was Roos any better than the others? On May 23 the National Bureau of Economic Research published an analysis of postwar forecasts. "Although one group of forecasts . . . erred disastrously," it said "there was another group that came remarkably close to the levels of employment and income in the postwar boom . . . This group included Dr. Charles F. Roos and the staff of the Econometric Institute." . . .

In the words of Waddill Catchings, a director of Chrysler and Warner Bros., "more than a tenth of business [volume] in the United States is conducted upon information supplied by econometrics."

FROM: **Business Week**

OCTOBER 8, 1949

Roos has rolled up an enviable record as an economic forecaster. He is numbered in a tiny wartime minority who expected a postwar inflationary boom. Also, last year he called the shot on this year's downturn of business activity and capital goods.

The Econometric Institute, under Dr. Charles F. Roos, its Director and Founder, has pioneered in the application to business problems of modern statistical techniques of analysis.

The Institute forecasts have stood the acid test of experience. It has successfully called the turns in the major economic trends of the past ten years.

The Institute offers your company a consulting service designed to help you make your important decisions on 1) sales potentials, 2) pricing policy, 3) demand and capacity analyses, 4) inventory and other important business problems.

**Fees Range From \$500 Per Year
Upward**

For Further Information Write:

**The
ECONOMETRIC
INSTITUTE, INC.**

21 East 63rd St.
New York 21, N. Y.
TR 9-5100



PLASTICOLOR COVER FOR PLAY OR WORK

Bright lights and soft music make a perfect setting for Plasticolor® Cover. Suave beauty, in six brilliant hues, catches the eyes of young smoothies everywhere.

And for tough jobs, hard-working Plasticolor Cover never shirks. Charts, manuals, catalogs and displays stay fresh and new-looking . . . ignore weather and rough handling. Dirt, grease and grime wipe off in a jiffy.

Plasticolor Cover takes such double duties in stride. The soil-proof plastic film, permanently laminated (not just coated) to fine Beckett cover paper creates sparkle and durability for sales and advertising messages.

For proof positive, just see and touch Plasticolor Cover. Ask your printer, your Beckett paper supplier or write us for samples.

THE DOBECKMUN COMPANY
Cleveland 1, Ohio • Berkeley 2, Calif.

P.S. Ask about Doplex® Brilliant, too—its light-weight twin. Available in nine sparkling, soil-proof colors, for attractive and effective labels, box coverings, package wraps and similar items.



quired in the chore of patient follow-through in day-to-day training?

But it isn't Mr. Lacy's "fight" ideas ("Big producers have to fight—sissies can't make tough sales.") that seem to me most disturbing. And it isn't his assumption that "those of us who have done knock-down selling for many years" are necessarily to be emulated in that particular way of life.

"Trap Close" Question

If I am correct in my interpretation of what is meant by the phrase "trap close," it would appear that those who thus seem to advocate slippery tactics are helping to keep old Caveat Emptor alive. What would the sales supervisor who teaches his men such methods do to the salesman who, he thought, was trying to get away with using the same sort of trickery on "the house"? Is there any stretch of imagination or semantics by which the "trap close" could be interpreted as a device for winning

confidence and holding customers?

One place (and undoubtedly there are many more) where I *do* thoroughly agree with Mr. Lacy is in his indifference to whether or not selling is ever recognized as a "profession." In fact, doesn't all this pother about getting selling classified as a profession have about it a quality that, like undue preoccupation with battle metaphors, carries with it a distinct suggestion of defensiveness, apologetics and frustration?

What's wrong, anyway, with a good "vocation," or "trade," or "job" that we salespeople should timidly try to hitch-hike our way up the sociological scale by bumming a ride off the preachers, teachers and medicine men?

(Incidentally, why don't you add "aggressive" and "high pressure"—and the idea that salesmen must be extroverts—to keep company with "pitch" and "gimmick" on SALES MANAGEMENT's private *index expurgatorius*?)

How To Convince A Doubting Thomas

Doors aren't just the kind of merchandise a salesman carries in a briefcase, but for a salesman telling his story, there is no substitute for the actual goods. So Simpson Logging Co., Shelton, Wash., one of the nation's largest manufacturers of doors, has come up with a specially equipped station wagon that carries 11 demonstration doors. Now Charles Morissette, Simpson door salesman, is making the rounds of dealers on the eastern seaboard, showing them a door or two.

The doors ride on edge in a specially designed rack with rubber rollers. To tell his story to dealers, Morissette flips out the doors as though they were so many cards in a bridge game.

One thing that made a demonstration with the doors a necessity was the fact that they are made of western hemlock, rather than the more conventional Douglas fir. Western hemlock is a wood vastly different from eastern hemlock. "Hemlock has been given, very unfairly, a bad name by people who didn't know what this tree could be made into," Morissette explains. "My trip is to convince people they should use hemlock doors and to show them how to use hemlock."



SHORT COPY builds business



Outdoor Adv.

"In 1917 we were a small neighborhood bakery. Today we are the largest independent bakery in the world. All during that time Outdoor Advertising has been the backbone of our selling effort. And with a record like that you can be sure it will *continue* to be!"

George Fischer

GEORGE FISCHER
President
FISCHER BAKING COMPANY



One of a series of advertisements promoting a better understanding and appreciation of Outdoor Advertising — sponsored by

The Standard Group

OF OUTDOOR ADVERTISING COMPANIES

serving one-fifth
of the nation's
consumers . . .

JOHN DONNELLY & SONS • CENTRAL OUTDOOR ADVERTISING CO., INC. • THE PACKER CORPORATION
WALKER & COMPANY • WHITMIER & FERRIS CO., INC. • ROCHESTER POSTER ADVERTISING CO., INC.
E. A. ECKERT ADVERTISING CO. • UTAH POSTER SERVICE • BORK POSTER SERVICE • C. E. STEVENS CO.
STANDARD OUTDOOR ADVERTISING, INC., 444 MADISON AVENUE, NEW YORK 22, NEW YORK

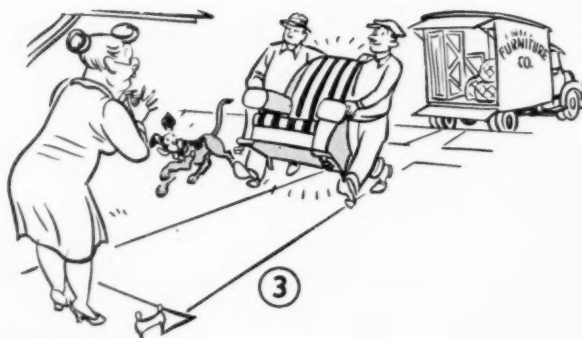


\$229,000,000 says you'll sell more through the Chicago SUN-TIMES!

Sales grow where family needs are growing. Young families need more than any others. In Chicago, The SUN-TIMES does the best job of reaching them.

Statistical proof is below. Here's practical proof: Chicago retailers of furniture, home furnishings and radios—who last year rang up \$229,000,000 in sales—place more full-run daily advertising in The Chicago SUN-TIMES than in the next two newspapers combined.

To move more of your goods in Chicago, advertise in The Chicago SUN-TIMES.



% OF READERSHIP (City and Suburban, Men and Women)

- 42% of The SUN-TIMES readers are in the 18-34 age group
- 37% of the Herald-American readers are in the 18-34 age group
- 33% of the Daily News readers are in the 18-34 age group
- 32% of the Tribune readers are in the 18-34 age group

(Based on survey made by Publication Research Service, April, 1949)

Total Circulation **635,346** Average Net Paid Daily

(ABC Publisher's Statement, 3/31/49)



In Chicago...the **SUN**  **TIMES** moves the goods!
THE PICTURE NEWSPAPER

MARKETING PICTOGRAPHS

Planned by Philip Salisbury, Editor, and designed by The Chartmakers, Inc.

BUILDING AIDS for your 1950 BUDGET

A. 1949 Marketing Costs of 17 Industries

There can be no standard answer to the question, "How much should a company spend for selling and advertising?" There are too many differences in sales goals, in selling methods, and in definitions of advertising and selling expenses.

The Pittsburgh agency, Ketchum, Mac Leod & Grove, Inc., realized that nevertheless there is widespread interest in how much companies do spend, and the agency made a study among 264 representative concerns. The averages show 7.917% for selling, 3.323% for advertising, or a direct marketing expense of 11.240% of gross sales.

By industries (3 or more companies in each industry), the costs are:

	1949 SELLING		1949 ADVERTISING		SELLING	ADVERTISING	TOTAL
	HIGH	LOW	HIGH	LOW	AVG.	AVG.	MARKETING AVG.
Utilities	.81	.55	.75	.49	.704	.613	1.317
Heavy Industrial Equipment	15.00	.50	2.00	.25	5.245	.861	6.106
Automotive	15.00	.70	4.40	.40	5.610	1.332	6.942
Chemical	9.80	3.00	2.10	.80	5.713	1.466	7.179
Lumber & Building Material	10.00	.25	5.90	.05	5.913	1.394	7.307
Iron & Steel (inc. Fabr.)	15.00	1.50	6.20	.13	5.880	1.520	7.400
Appliances & Radio	8.50	.50	5.00	1.00	5.210	2.521	7.731
Farm Implements	10.50	4.17	1.90	.51	6.793	1.202	7.995
Heating, Ventil. & Air Cond.	10.38	.50	6.00	.50	6.923	2.440	9.363
Clothing	12.00	1.00	6.00	1.55	6.778	3.264	10.042
Furniture & Office Equipment	13.00	5.00	5.00	1.50	7.625	3.400	11.025
Electrical Products	37.00	2.50	8.00	.93	9.94	2.848	12.778
Machinery (except Electric)	21.40	7.40	4.50	.50	12.06	1.679	13.739
Transportation	21.00	6.75	4.50	1.00	14.250	2.190	16.440
Food	26.00	1.59	8.00	1.01	12.818	4.723	17.541
Beverages	30.00	4.73	23.00	3.50	11.683	11.710	23.393
Drugs and Cosmetics	25.00	5.00	40.00	3.00	12.800	17.857	30.657

Source: "How Much 264 Companies Are Spending for Advertising and Selling"

PICTOGRAPH BY
Sales MANAGEMENT

12-15-49



Puck

THE COMIC WEEKLY

SMASHES EVERY PREVIOUS ADVERTISING RECORD!

TEN CONSECUTIVE YEARS OF GAINS!

**1949 IS BIGGEST YEAR
IN ITS HISTORY!**

more

LINES OF ADVERTISING

more

DOLLAR VOLUME

more

**PRODUCTS IN GREATER VARIETY
THAN EVER BEFORE!**

All of Puck's issues for the year 1949 have already closed.



The Royal Family of American Business



These advertisers know that Puck, the only national Comic Weekly, is America's most powerful and exciting sales force, reaching a responsive audience of 18 million buying adults in more than 8,000,000 homes (and virtually all the kids) ... in 7400 communities where 83% of retail goods are sold! Messages in Puck commonly draw 3 to 5 times more readers per dollar than the same ads in top weekly magazines. Are you getting as much ... for the money you spend?

10 YEARS AND OVER

Walter J. Black, Inc.
Colgate-Palmolive-Peet Co.
General Foods Corp.
General Mills, Inc.
A. C. Gilbert Co.
Gillette Safety Razor Co.
Geo. A. Hormel & Co.
Andrew Jergens Co.
Lambert Pharmacal Co.
Lamont, Corliss & Co.
Lever Bros. Co.
Lionel Corporation
Procter & Gamble Co.
The Quaker Oats Co.
Ralston Purina Co.
R. J. Reynolds Tobacco Co.
Standard Brands, Inc.
The Wander Co.
Wilson Chemical Co.

Int. Cellucotton Products Co.
S. C. Johnson & Son, Inc.
Kellogg Co.
Knox Gelatine Company
Kraft Foods Co.
Thos. Leeming & Co., Inc.
National Biscuit Co.
Pepsi-Cola Company
Pillsbury Mills, Inc.
R. K. O. Radio Pictures, Inc.
W. A. Sheaffer Pen Co.
Unicorn Press
Whitehall Pharmacal Co.
Wildroot Co., Inc.
Wm. H. Wise & Company, Inc.

Lipton, Thos. J., Inc.
Mars, Inc.
Metro-Goldwyn-Mayer
Michigan Bulb Co.
Minnesota Mining & Mfg. Co.
Motorola, Inc.
National Carbon Co., Inc.
Nestor Johnson
Noma Electric Corp.
Norwich Pharmacal Co.
Pacquin, Inc.
Parker Bros., Inc.
Philip Morris & Co., Ltd.
Queen Anne Candy Co.
Radio Corporation of America
Scarne's Challenge, Inc.
Schwinn, Arnold & Co.
Seven-Up Co.
Sperti, Inc.
Sterling Drug, Inc.
John Stevenson
Stewart-Warner Corp.
Sunway Fruit Products Company
Swift & Co.
Toni, Inc.
Twentieth Century Fox Film Corp.
U. S. Time Corp.
D. Van Nostrand Co.
Visking Corp.
Welch Grape Juice Co.
Westinghouse Electric Corp.

UNDER 5 YEARS

Admiral Corp.
S. L. Allen & Co.
American Broadcasting Co., Inc.
The Borden Co.
Boyle-Midway, Inc.
Bridgeport Brass Co.
Casco Products Corp.
Cleveland Welding Co.
D. A. V. Service Foundation
Florida Fashions, Inc.
The Hills Bros. Company
Walter H. Johnson Candy Co.
Larus & Bros. Co., Inc.
Library Guild, Inc.

5 TO 10 YEARS

Armour & Co.
Chesebrough Manufacturing Co.
Corn Products Refining Co.
Corning Glass Works
The Cudahy Packing Co.
Doubleday & Company, Inc.
Eversharp, Inc.
F. W. Fitch Co.
Ford Motor Co.
General Electric Company



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DECEMBER 15, 1949

C. How Ad Budgets Are Computed

335 industrial advertising managers cooperated with the National Industrial Advertisers Association in a 1949 study. One of the questions asked was:

"How do you compute the size of your advertising budget?"

FIXED PERCENTAGE OF SALES VOLUME*

22%

FIXED AMOUNT PER UNIT MANUFACTURED

4%

AMOUNT DICTATED BY A COMPANY OFFICIAL

based upon sales requirements, competitors' activities, or wholesaler and dealer demands

37%

AMOUNT REVISED, UP OR DOWN,

based on previous years' experience

29%

AMOUNT DETERMINED BY ADVERTISING NEEDED

to achieve pre-determined sales objectives for individual products in specific markets

30%

The total mentions exceed 100 because some companies use more than one method.

*question did not ask for differentiation between last year's actual or this year's anticipated

D. Who In Management Approves The Ad Budget ?

Advertising manager members of the National Industrial Advertisers Association—335 of them—answered the question, "Who in management approves your budget?" The percentages exceed 100 because some respondents mentioned more than one authority.

FINANCE, BUDGET OR EXECUTIVE COMMITTEE

7%

CHAIRMAN OR BOARD OF DIRECTORS

11%

GENERAL MANAGERS

13%

TREASURERS, SECRETARIES, COMPTROLLERS

16%

EXECUTIVE VICE PRESIDENTS

31%

PRESIDENTS

64%

SALES VICE PRESIDENTS, GENERAL SALES MANAGERS

64%



PICTOGRAPH BY
Sales MANAGEMENT
12-15-49

Source: The 1949 Budget Study of National Industrial Advertisers Association



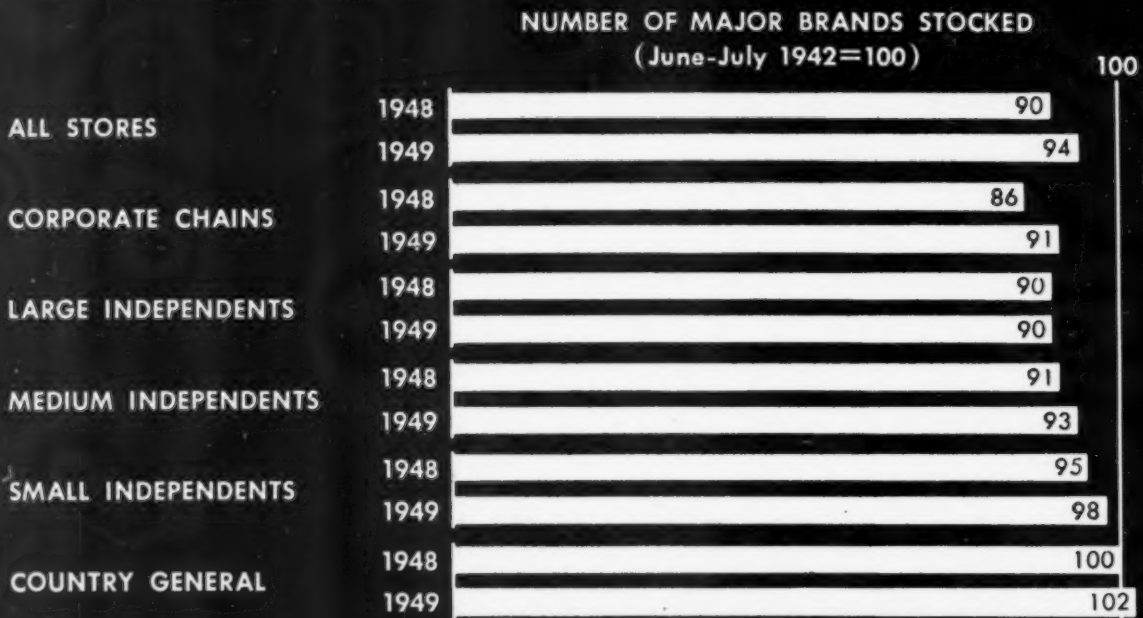
2 BIG BUYS—KFRC, San Francisco and KHJ, Los Angeles for the Most Economical, Complete Coverage of the 2 BIGGEST MARKETS IN THE WEST. KFRC and KHJ have had 25 years of successful selling and are Key Stations of Mutual-Don Lee...the Nation's Greatest Regional Network.

Represented Nationally by JOHN BLAIR & CO.



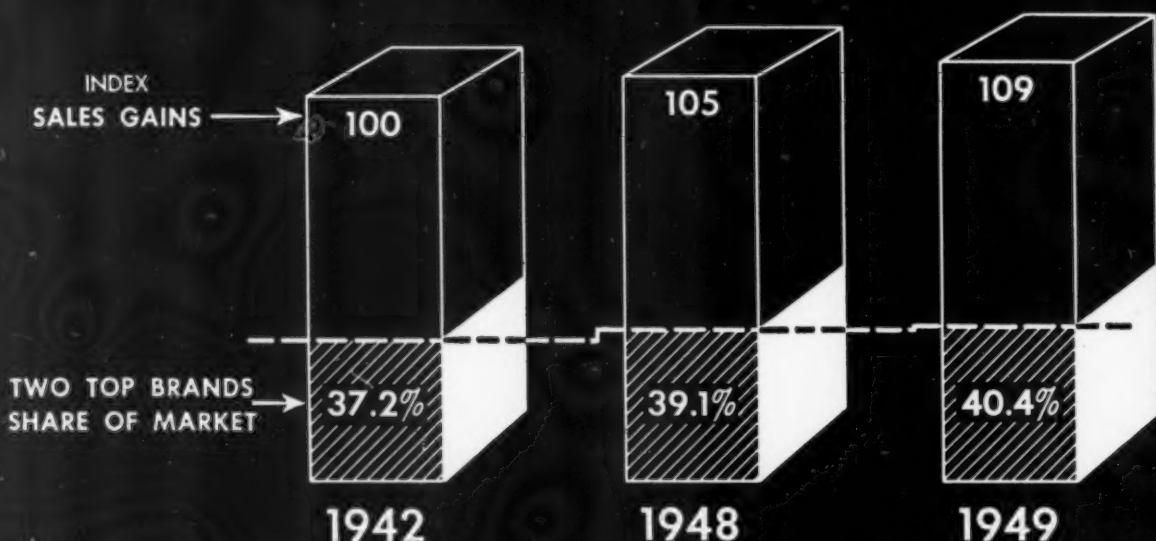
MAJOR BRANDS in the FOOD FIELD

Since 1942 the problem of getting a brand stocked at all has become increasingly serious in the grocery store field. As the number of commodities and brands has increased, store space has become less available. Retailers tend to become more discriminating.



THE BIG ARE GETTING BIGGER

The increasing consumer preference for major brands is revealed by their sales gains. For 7 major food commodities the two top brands obtained the following shares of the total market.



Retailers when reducing the number of brands carried, seemingly retain the best-advertised, fastest-moving brands.

Source: A. C. Nielsen before Grocery Manufacturers of America,
November 15, 1949

PICTOGRAPH BY
Sales MANAGEMENT
12-15-49



Tips



"Students View the Food Broker:"

Three college students provide the text of this booklet which describes the food broker and his work in the field of distribution of food and grocery products. It reprints the first three prize-winning manuscripts in the 1948-49 college contest sponsored by the National Food Brokers Association. Write to the Association, 527 Munsey Bldg., Washington 4, D. C.

Drug Market Facts: According to "Market Report for the Drug Industry—No. 2," published by The Popular Fiction Group, the total drug market ranks the seventh largest in non-durable goods. Drug store sales (1948) were \$3,687,000,000; retail outlets in the U. S., 53,816; average daily traffic, 22,000,000 people. These and many other facts are detailed to give the drug executive data to assist him in making today's marketing and advertising decisions. Copies of the report are available from The Popular Fiction Group, 205 East 42 St., New York 17, N. Y.

Package Rating Chart: It's an objective yardstick for measuring merchandising, advertising, and physical efficiency of packages. Specifically applicable to packaging for over-the-counter merchandise, it has a simplified point system for rating the package on 10 counts: mass display, advertising value, recognition and memory value, expressive of contents, market appeal, consumer use, illustrative design and copy, construction, cost and procurement, legal. Write to Lippincott & Margulies, Inc., 500 Fifth Ave., New York 18, N. Y.

All About Alabama: A booklet published by Alabama State Chamber of Commerce tells just about everything there is to know about this state. Known a few years ago chiefly as an agricultural state, producing relatively few consumer products, it now has nearly 4,000 different industries manufacturing products valued at more than \$2 billion annually, an increase of 80% in less than 10 years. Write to the Chamber of Commerce, 211 Dexter Ave., Montgomery, Ala.

in the

TROY, N. Y. CITY ZONE

you sell

***35,900 FAMILIES**

with an average income of

***\$5,330 PER FAMILY**

99.8% COVERAGE

at a cost of only

16c PER LINE

A.B.C. Circulation

44,261

** Sales Management*

THE RECORD NEWSPAPERS

- THE TROY RECORD •
- THE TIMES RECORD •
- TROY, N. Y.



WINS TOP HONORS

The food column prepared by Winnifred C. Jardine, appearing in the daily *Deseret News* and the Sunday locally-edited rotogravure Magazine, won the 1949 American Meat Institute Award for newspapers in cities of less than 250,000 population.

*News That Builds Readership
Means Better Results for
Advertisers*

FIRST IN RETAIL FOOD LINAGE

Retail food stores, during the first 10 months of 1949, used 69,196 more lines in the daily *Deseret News* than in the second paper, 72,231 more lines than in the third. (Source: Media Records)

*Serving the Mountain West—
Daily and Sunday*

The Salt Lake
DESERET NEWS

*National Representative.
Cresmer & Woodward, Inc.*

ADVERTISEMENT

New Railroad Executive



Arthur F. Stinson has been elected treasurer of the New York, New Haven & Hartford Railroad Co. Mr. Stinson says, "As the transportation field is one decidedly dependent upon general business conditions, I consider *The Wall Street Journal* an excellent daily business guide for any busy man . . . no matter what position he holds or what his business might be." Advertisers, who sell to business men, depend upon *The Journal* to sell their advertising messages directly to the decision-makers of the business world. You get more for your advertising dollars when *The Journal* sells your products or services to 236,110 business-men-readers.

Shop Talk

The Prosecution Rests

(For the what's-it-all-about, see "Shop Talk," Oct. 15; "Lacy's Counter-Attack," in "Letters," November 10; and "Shop Talk," December 1.)

To: Mr. Jack Lacy, Lacy Institute, Boston, Mass.

Dear Jack:

Having been fetched up amid the cold realities of the sales world, we're not inclined to retreat in the face of fire. Following your suggestion, we printed your letter in response to the "Shop Talk" piece in the October 15 issue, and asked for opinions.

I know no better way to defend my case than to present some very-evidently-qualified witnesses. There are five of them: the chairman and the first vice-chairman of NSE; a leading educator in our field; a leading consultant in our field; a former president of NSTE; an authority on speech training for selling.

First unsolicited comment about "What Are We Saying?" came from Red Motley:

"You never printed anything that was truer or more important. In fact, I'm going to watch my vocabulary myself from here on in."

Dr. Harry R. Tosdal of the Harvard Graduate School:

"I'm with you all the way in your attitude toward some of the terminology being popularly used in connection with sales management.

"I disagree with Jack Lacy in the implication that the 'helping' rather than the 'fighting' attitude leads to ineffective salesmanship, although if helping implies 'charity' or 'altruism' he may have a basis for criticism, but not for acceptance of fighting terms . . ."

Arthur H. Hood, able editor of *American Lumberman & Building Products Merchandiser*, now first vice-president of NSE, Inc.:

"In the controversy between vernacular and polished English in selling, I think there is a place for both. One of the fundamentals of good selling is to 'talk the other fellow's language.' On the other hand, the dignity of selling should be guarded in public utterances. Time, place and audience should govern.

"I don't like the term 'trap close'—an ethical sale is not a matter of trap and cheese and mouse I am a firm believer in the positive choice close as opposed to the choice between negation and positive action, and I don't believe that such a close is, or should be called, a 'trap close.'"

Dr. James H. Bender, director of the National Institute for Human Relations:

" . . . I like your point that many sales trainers overlook: The basic tools of selling are words. Words that break down buyer-resistance are good words for salesmen to use. Words that build buyer-resistance are bad words for the salesman to use. Because the field is so large, 'good words' in one selling situation may be 'bad words' in another.

"Salesmen who approach new clients do well to avoid slang

and words that stir up negative reactions. A client or buyer may use slang and still resent the salesman's slang.

"For example: Not long ago I went with a pharmaceutical salesman when he called on a physician. The physician referred to the abdomen as 'belly.' I could see the good doctor's facial muscles harden when the salesman took 'belly' as a signal to lower his own standard of speech.

"Salesmen who use simple, standard words sincerely—who train their voices to respond to enthusiasm for their product or service, represent the profession of salesmanship well. Ordinarily, their rewards are higher than the rewards for those who don't."

David R. Osborne, for a quarter-century director of sales training for Studebaker, and a former president of the National Society of Sales Training Executives, comes up with a comment which very closely parallels part of what I had to say in "Shop Talk" for December 1:

"... In that metaphor of the 'fight', isn't there generally something wrong (with either the proposition, or the salesman, or the sales management) whenever a salesman feels that he has to 'fight'? Is a sales manager wrong when he believes that a salesman's job is, first of all, one of winning confidence?—and that, in order to win confidence, he must have it? Whenever he has the feeling that he must do battle in making a sale, isn't that in itself a pretty good sign that a salesman feels insecure? A feeling of solid self-confidence and the feeling of a need for combativeness just don't seem to me to go together."

You'll find the full text of Dave's comment on page 60, this issue.

Burton Bigelow, widely known as a consultant:

"Like almost everybody who knows Jack Lacy, I enjoy as much as the fellow next to me Jack's salty, racy, colorful slang, even though it be reminiscent of the early evening badinage of the sons of the o' sod at the Donnebrook Fair.

"In defense of the Lacy language, Jack learned years ago that sales managers, when *en masse*, want to be *entertained*, not *educated*. He was practically forced into the easy, breezy style, the coffee-house humor, the medicine-man mood. His success with it, like that of Jack Benny, for example, ties him to a pattern-of-patter that, at heart, he might like to abandon. He is type-cast, like a movie actor, like the corner cop, dispensing worthy Hibernian wisdom with a brogue.

"But when Jack confuses the success of his mode of presentation with the mode of presentation which succeeds for most salesmen, I believe he makes a mistake.

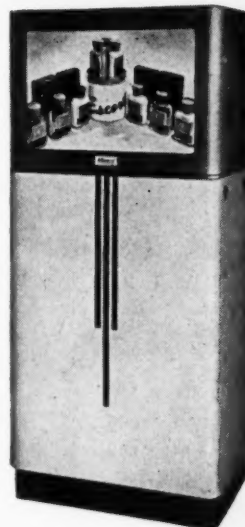
"Words are a salesman's chief tool of communication. With them, he can create a mood that snubs his product or flatters it. With them he projects a picture of himself and his company and his proposition. Slang fits a few products, but not many. More important, Lacy's slang is planned for a purpose; the salesman, once he acquires the slang habit in selling, decorates his discourse with it indiscriminately and at random, and easily ends up by giving his customer an impression of cheapness and shoddiness which is the opposite of the impression he really hopes to create. Loose language is not only the product of loose thinking; it also inspires it. Jack Benny, Bob Hope, and Red Skelton can peddle slang and humor with success, but salesmen better leave both of them alone. Only a professional can handle these devices effectively. Besides, one is reaching for a laugh; the other is trying for an order."

The witnesses are yours. Care to cross-examine?

A. R. HAHN
Managing Editor

Promote YOUR PRODUCTS AND SERVICES AUTOMATICALLY

30
2" x 2"
color
slides
are
magnified
upon the
large
ADMatic
cabinet
screen



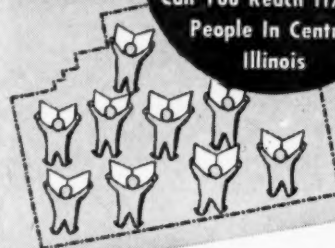
ADMATIC automatically exhibits sharp, clear pictures or copy messages every six seconds even under bright over-head lights. Fool-proof, long life, sensibly priced. A "Natural" for point-of-sale promotion. Synchronized sound attachment available. Write for circular S-12 and price.

ADMATIC PROJECTOR COMPANY
111 West Jackson Blvd., Chicago 4, Ill.
ADMATIC OF CANADA, 69 York St., Toronto

Only

IN THE
PANTAGRAPH

Can You Reach 117,000
People In Central
Illinois



The Panta-
graph, is read by 9
out of every 10 fam-
ilies in McLean
County...90% cov-
erage of this fertile
sales market.

THE PANTAGRAPH
BLOOMINGTON, ILLINOIS

Over a Century of Community Service

REPRESENTED NATIONALLY BY GILMAN, NICOLL & RUTHMAN

Short Cuts in Marketing Industrial Products Abroad

When should you sell direct or through an export agent? How do you solve the language barrier? What about service facilities? You'll find helpful answers to these questions in this account of export sales of McCulloch chain saws.

BY ELSA GIDLOW

The McCulloch chain saw is a comparatively new kind of logging equipment which, because of its design, quickly gained what C. Fred Breer, sales manager, describes as "tremendous demand".

Some months ago the sales department of McCulloch Motors Corp., Los Angeles, began to think about export. The McCulloch chain saw seemed a natural for export selling because: (1) it is easy to operate and keep in condition; (2) it has efficiency combined with (3) lightness of weight. This last is an important factor, obviously, in an export unit. There are savings in packaging costs, ocean freight, and in customs duties because many countries, particularly Latin America, assess duties on net or gross weight rather than on an ad valorem basis or on price.

Setting up an export department in this day of complicated export practice is almost prohibitive except for a company which has a large enough export volume to carry a large staff. Without a large staff of experts it is next to impossible to keep up-to-date on regulations of the various countries. McCulloch's sales department decided to do what many companies with export ambitions are doing: turn the job over to an import-export house.

It chose Frazar & Hansen, Ltd., San Francisco. This organization has been operating for 115 years, selling all over the world. In 1948 it was selling to 91 of the 130 countries or economic areas which go to make up the world, says O. C. Hansen, its managing head. It represents its manufacturers on an exclusive basis, handling mainly manufactured technical lines.

McCulloch wanted an export representative who (1) covered the entire world for export; (2) was experienced in its kind of product. Frazar & Hansen has a department

specializing in logging and sawmill equipment. This department attends to all details involved in export: sales, shipping, financing. In fact, so far as the factory is concerned, the sale abroad is the same as a domestic sale.

"McCulloch and our company," says Mr. Hansen, "both recognized that a considerable amount of educational promotion would be required in developing volume sales for this chain saw because it is a relatively new introduction into its field." They also knew that educational promotion must be as far as possible visual and include demonstration or its equivalent. In demonstrating the tool they had problems. For example, although the McCulloch 50-inch chain saw weighs only 63 pounds complete, with transportation conditions what they are in many areas of the world, it is not easy to take or send it out and put it to work. One of the main difficulties is that it cuts timber so fast that it is difficult to have enough material on hand to practice on.

The problem of visual education of potential buyers is solved with: (1) a heavy advertising campaign in about 30 magazines in the United States and abroad; (2) illustrated literature, including a service and parts manual graphic enough in its presentation to be understood almost without words; (3) a limited number of key demonstrations. Soon to be added to the program is a 16mm. motion picture. Before describing the promotion in detail, let us look at the markets and the method of distribution.

There is a market for the McCulloch chain saw anywhere in the world where there is logging and sawmill activity. Other potential users are individuals, organizations or communities clearing land or doing road work, and even farmers with a five or 10 acre stand of timber. Through its Logging and Sawmill Division, Frazar & Hansen, Ltd. is in touch with most of the major operators of loggers and mills. It promotes through direct mail and its 32-page house organ, "The International Merchant". Follow-up may be by a direct representative of the firm, usually E. C. Wilkerson in charge of the Logging and Sawmill Division, or by an agent or dealer in areas where there are potential customers.

In choosing agents, Frazar & Hansen, Ltd. look for firms which can



PROSPECTS: Demonstration is an effective sales method anywhere. At this Mexican pine growers' convention prospects not only see it work—they try the McCulloch themselves. Where demonstrations are impractical, a film is to be shown.



No matter how you approach the Southern market, you can't really reach it without the cream-rich *extra* coverage of the sparkling new Holland's and its 500,000 circulation to better-than-average homes.

Holland's has been an old friend in better Southern homes for three generations; now, with its new-from-cover-to-cover re-styling, it is in the No. 1 position to dominate the home magazine

field in this rich and growing territory.

Holland's is strictly Southern—98.03% of its circulation is in the 15 Southern states, and its editorial content is written and edited for the South and the South alone.

From West Virginia to New Mexico, Holland's belongs to the South... and Southern allegiance belongs to Holland's!

To sell the South... turn to

WHATEVER MEDIA YOU USE IN THE SOUTH...

HOLLAND'S ADDS THE CREAM TO YOUR COVERAGE!



Branch Offices: 122 East 42nd St., New York 17 • 333 North Michigan Ave., Chicago 1 • 408 Forsyth Bldg., Atlanta 3 • 1523 Broad St., Nashville 1

West Coast Representatives: Simpson-Reilly, Ltd., Russ Bldg., San Francisco 4 • Halliburton Bldg., Los Angeles 14 • 618 Second Ave., Seattle



SPLENDID ISOLATION

"Test Town, U.S.A." stands alone and unchallenged. There is no other market of comparable size within 90 miles—and few markets *anywhere* of comparable value for tests. The South Bend market gives you a perfect cross-section of the nation's industrial-agricultural structure. Buying habits here are guided by one newspaper—and only one—The South Bend Tribune. Want the whole story? Write for free market data book entitled "Test Town, U.S.A."

The
South Bend
Tribune



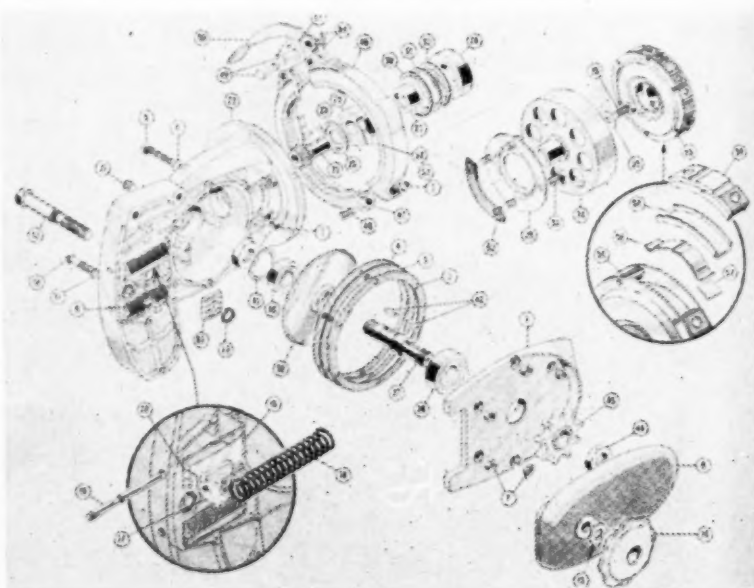
STORY, BROOKS & FINLEY, INC. • NATIONAL REPRESENTATIVES

meet definite requirements. The first questions the company asks a prospective dealer are: Does he have the technical staff and know-how to service the equipment and sell intelligently? Does he have actual distribution for the item in question throughout the area? How long has he been in business? The last question is: What is his capital? If he qualifies on the first three, they want him. If he does not, Mr. Hansen points out, his size, his importance, his financial standing don't mean a thing.

Once an agent or distributor is permitted to sell he is backed up with sufficient selling assistance. He receives a supply of illustrated literature; show cards for point-of-purchase display; a copy of the instruction manual (A copy is also provided for each user of the unit.); and circulars issued from time to time for direct mail selling.

Full-page and usually two-color advertisements appear regularly in business, technical and other publications with circulation in export countries.

Demonstrations of the saw are put on in areas where effort and expense are justified by potential volume, both in support of dealers and in Frazar & Hansen's direct selling. These demonstrations are usually staged for



SOLVES LANGUAGE BARRIER: McCulloch overcomes the difficulty of preparing service manuals in many languages with "exploded" views of its chain saws. Each part is pictured in relation to the part it joins. Numbers refer to written explanations. This pictorial approach to manual design gives overseas distributors and users confidence they can solve many service problems on the spot.

a large gathering, such as a convention of logging men, a sawmill owners' conference, and similar meetings. Latin America was the scene of the first demonstration of this kind, handled by representatives sent from San Francisco. During one demon-

stration the interest was so keen that it had to be called off to get delegates into the meeting room for business.

Where actual demonstration is difficult or uneconomical, or to supplement demonstration, the showing of the film in preparation will be

substituted. The film is being produced to tell the story with a minimum of words, making direct communication regardless of the language or degree of education of the prospects.

Educational literature is brief and graphic. It is usually printed on single sheets, in black, white and yellow, picturing the unit, featuring price and highlighting the points of main appeal. Literature currently used is in English.

The Spare Parts List and Service Manual is also in English. This is one piece of selling literature which the export department considers "absolutely essential." It is a catalog of parts and an instruction book all in one. It differs from similar handbooks in one important respect: All illustrations are in expanded "blow-ups."

One much-praised idea is the "Trouble Chart." Under the headings of "Trouble," "Probable Cause," and "Remedy," this chart covers all the likely eventualities, drawn up for quick consultation on a two-page spread. It sells the McCulloch saw and keeps it sold and is a boon both to dealers abroad and to their customers who use the saw.

"In selling technical lines abroad," Mr. Hansen points out, "too much stress cannot be put on having a

simple and exhaustive, graphically illustrated manual of this kind." By mastering its contents an agent or distributor will be able to service equipment and familiarize himself with parts and their prices.

Ordinarily, a distributor will not buy equipment of this kind for stock but will take one for floor display and order two or three at a time once he has started to build demand in his area. The same is true of replacement parts. Distributors abroad keep a basic stock, and emergencies are taken care of by air freight or express.

Pricing Practices

Discount structure is regulated by the custom of the country in which the product is sold. It also has to be adapted to differences in local distribution methods. This does not mean that the price at which the product is sold to the foreign dealer or distributor by the company in the United States varies. However, neither the company nor the foreign representative attempts to tell the dealer what price structure he shall set up. If he wants to sell at a 2% profit, that's his prerogative. On the other hand, it is possible that he will take the American list price (which is f.o.b. factory), collect both the discount and the freight himself, add

a bit to that, and end up with a 40% or 50% profit.

"If the situation becomes difficult," remarks Mr. Wilkerson, "we use persuasion to get the person or persons concerned back into line, or else take the product away and place it elsewhere. The criterion of whether interference is indicated is whether or not the selling practices of the dealer or distributor abroad are harming the reputation and sale of the product."

One factor into which McCulloch put a lot of research before attempting to sell its equipment abroad was packaging. Exhaustive tests were made under export conditions until the company was satisfied that it had a package which would stand up. The wooden package is constructed so that it can easily be opened for customs inspection and re-closed without damage. It also can be used for re-shipment by the agent or distributor. These points are important in an export package.

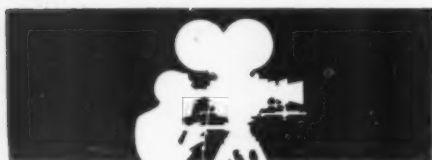
Although McCulloch has for a good many years manufactured lightweight gasoline motors and special kinds of engines, it started to make chain saws and a bow saw variation, only about five years ago. When the export program is in full swing, McCulloch expects to market abroad about 10% of its total production.



**350 MILLION dollars in extra sales
in this market during the first
half of 1950*. What will be your share?**

**THE AMERICAN
LEGION
MAGAZINE**

***Through the distribution of
National Service Life Insurance Refunds.**



WE'VE BEEN PRODUCING

Motion Pictures

FOR MORE THAN 39 YEARS

industrial . . . sales . . . animation . . . public relations . . . training . . . theatre ads . . . from 20 seconds to 2 hours in length.

A Few Current Productions:

- Federal Reserve Bank
- John Deere
- U. S. Army Engineers
- Commonwealth of Virginia
- U. S. Navy
- International Harvester
- Atlantic City C. of C.
- Northwest Airlines

Write or wire for information

Reid H. Ray

FILM INDUSTRIES, INC.

208 So. LaSalle St. Chicago 4, Ill. 2269 Ford Pkwy. St. Paul 1, Minn.



The Building Industry's Salesman

Biggest, most productive advertising buy of the year—

AL / BPM 1950

**Dealer Products File
To be issued April 8**

Reaches 23,500 key buyers — largest coverage of the industry. Only comprehensive product-reference, directory and operating information book in the industry. Write for information.

**American Lumberman
& Building Products Merchandiser**

139 N. CLARK ST., CHICAGO 2

coming your way . . .

.....**darkroom light** has a filter that rotates to red, yellow or green at the turn of a knob. Made of sturdy plastic, it is resistant to cold, moisture, and most chemicals, making it ideal for photographic darkroom use. The filter is made of three individually-colored segments of molded Bakelite styrene plastic, cemented together in cylindrical form with steel end discs which fit on a yoke in the lamp. Just enough color pigment is compounded in the



ADJUSTABLE DARKROOM LAMP features a rotating filter. It provides red, green or yellow light by turning a knob.

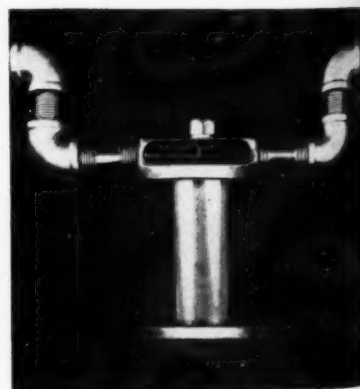
plastic to transmit the correct amount of light for the various photographic finishing processes. The filter helps conduct heat to lightproof ventilating louvers in the steel end discs. The lamp itself, made of heavy gauge steel with an anti-rusting coating, rotates 360 degrees on its wall bracket in either a horizontal or vertical position. The lamp is a product of the Golden "B" Manufacturing Co., Inc., 11300 St. Clair Ave., Cleveland 8, O.

.....**photo-lettering machine** makes possible the reproduction of display composition, photographically, in a wide variety of type faces and sizes. The equipment produces photographic composition, on film, with maximum sharpness and clarity, in a simple, fast operation without costly setting, make-up, handling, and storage of metal type, and the pulling of reproduction proofs. Operation of the ma-

chine is completely automatic in these respects: (1) length and indentation of line; (2) amount of line spacing or leading; (3) degree of enlargement or reduction; (4) repeat exposures for duplicating types or borders; (5) double exposures or shaded letters; (6) movement of film into position to receive the image; (7) amount of film remaining in the holder. The matrices are set and spaced by hand in normal script from left to right. After the matrices are set they are photographed by surface reflections and produce a high contrast between black and white. Negative images can be made by use of a reversal development process. Called the ATF-Hadego machine, the equipment is a development of American Type Founders, Inc., 200 Elmora Avenue, Elizabeth B, N. J.

..... industrial water filter unit

is built around a permanent metallic filter element and thus eliminates the need for extra filter pads and replacement supplies. The filter element is composed of microscopic bronze spheres formed into an element by an advanced metal-



PLASTIC CASE allows the user to see all the dirt and the foreign matter removed by filter. It is easily cleaned.

lurgical method. There is no metal screen. The transparent plastic case allows the user to see dirt and foreign matter cleared by the unit and shows him when it is time to clean the filter unit. The new device will filter up to 10 gallons of water a minute. It is manufactured by Oscar Fisher Co., Inc., 109 Worth St., New York 13, N. Y.

SALES MANAGEMENT

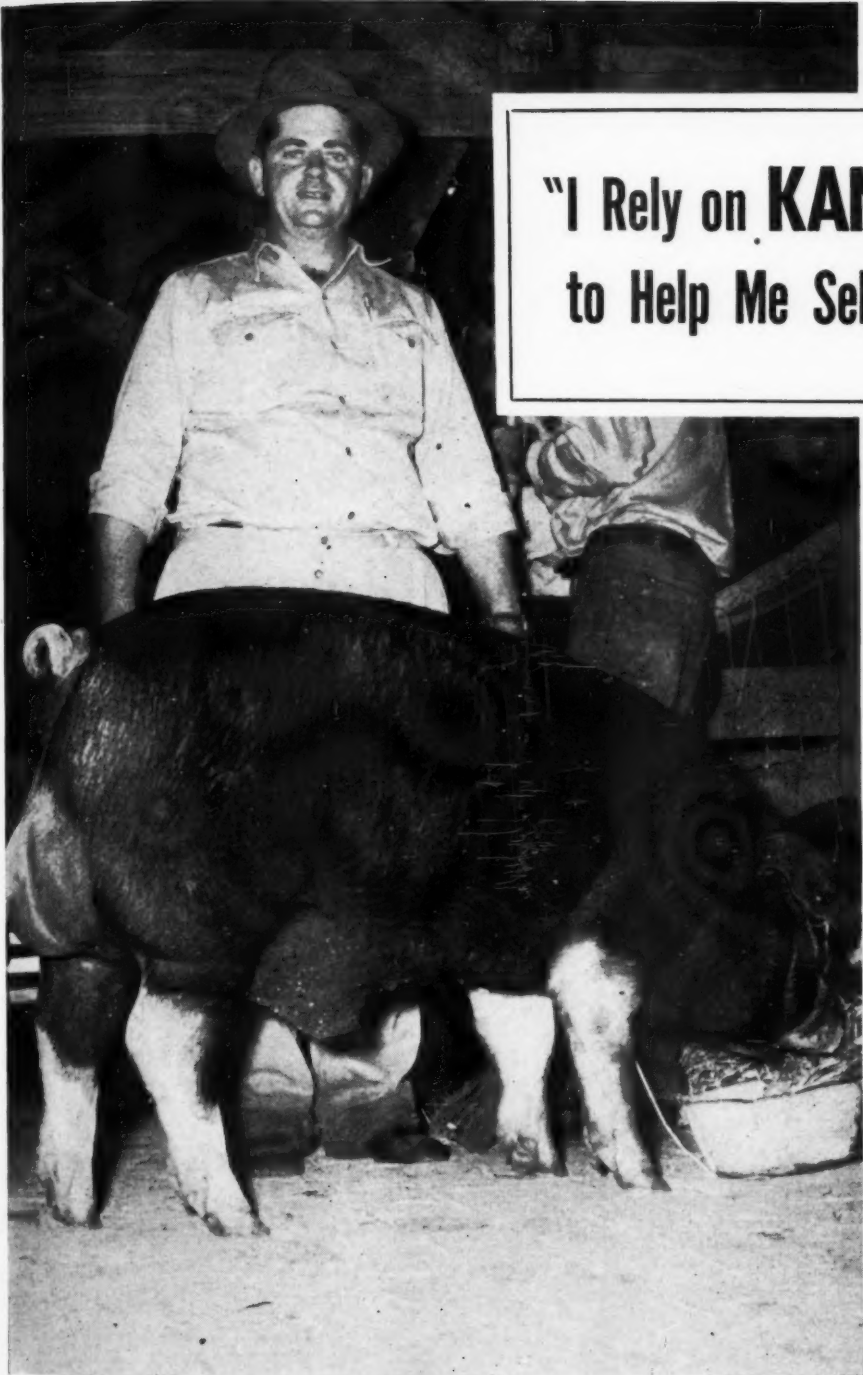
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N. Y.

EMENT



**"I Rely on KANSAS FARMER
to Help Me Sell my Surplus Stock"**

Harry L. Turner, of Wilson County, Kansas, has been in business only 7 years—but in that time he has built up a reputation in 4 states as a breeder of Poland China Champions. He's been a Kansas Farmer advertiser almost as long as he's been raising hogs.

He says the advertising and service in the livestock department of the Kansas Farmer are second to none—which accounts for the loyal following Kansas Farmer has among stockmen. Turner sells his surplus stock each year with the help of Kansas Farmer advertising.

Service and a strong editorial policy extend to all phases of farming and farm homemaking in Kansas Farmer. It develops loyal readers—readers that place their confidence in Kansas Farmer. And it's the kind of confidence that gets results for advertisers!

When you're looking for the way to cover Kansas, remember the unequalled prestige of Kansas Farmer. You get an audience that is willing to listen . . . believe . . . and BUY!

Harry L. Turner, above, is proud of his champion Poland China herd boar. Turner's animals have won championships at Iowa, Nebraska, Missouri, and Kansas Fairs.

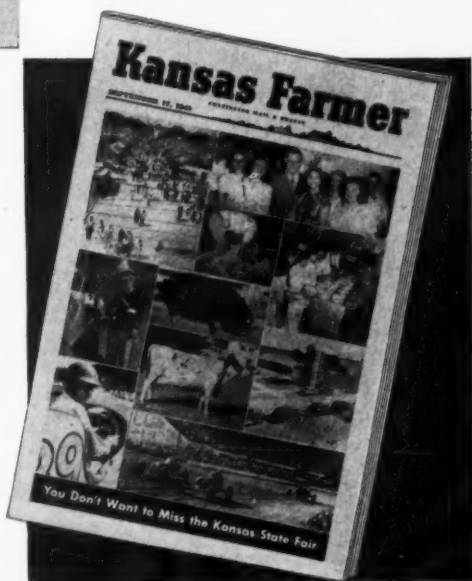
It's KANSAS FARMER 8 to 1

Display Livestock advertising, 1949

Kansas Farmer—40,120 lines* A weekly farm newspaper—4,763 lines**
*(From Farm Publications Reports, Inc.) **(estimated—no record published)

**Another example of Kansas Farmer's position
as Kansas' leading farm publication!**

KANSAS FARMER, Editorial and Business Office, Topeka, Kansas
Published by Capper Publications, largest agricultural press in the world.



BIG crop variety means BIG fo



1G farm income every month in steady OHIO

DECEMBER FARM INCOME:

\$90,590,000*

Ohio is *different* from most leading farm states—*steadier*. That's why it's a better place to sell goods.

What makes Ohio different? Crop variety for one thing. As the chart below shows, Ohio farmers market crops and produce *every* month of the year. They therefore have the money for steady high level spending *every* month of the year. Hogs, poultry and dairy products are only 3 of the many farm products that make Ohio a top-ranking farm state. Other big cash crops include corn, soybeans and fruit.

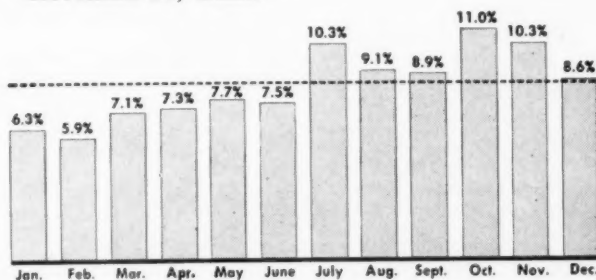
And remember—throughout the *years* as throughout the *year*, Ohio farmers have shown a steadiness far greater than most top third states. This means security for *your* sales in Ohio.

Another important point to remember is that the Ohio farmer is always near his market. What this closeness saves him on marketing costs, he

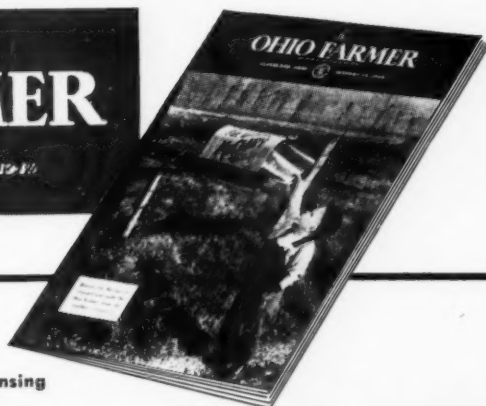
is free to spend on your products.

Steady Buying Power

Just a glance at this 12-month chart of farm cash income proves the amazing steadiness of Ohio farmers' income. Of the few states that can match it for consistent, through-the-years steadiness are Michigan and Pennsylvania. For the complete story, write 1013-B Rockwell Ave., Cleveland 14, Ohio.



*Based on 3-year average cash receipts from farm marketings. Source U.S.D.A. Farm income situation.



The Ohio Farmer, Cleveland • Michigan Farmer, East Lansing
Pennsylvania Farmer, Harrisburg

DECEMBER 15, 1949

Will Home Building & Furnishings Get Lion's Share of G. I. Refunds?

Veterans will pour some 30% of their 2.8 billion dollar insurance refund into new or better shelter and equipment, a survey among American Legion members indicates. Another 25% will stash their cash in savings and investments.

Marketers are eyeing the buying intentions of World War II veterans who will split a 2.8-billion-dollar nest egg in the form of refunds on their G. I. insurance. It's estimated that the average refund will be \$175. Refunds will be started the first of the year and should be completed by the month of June.

To find out how veterans plan to spend their refunds (or save them), *The American Legion Magazine* has queried its members and has come up with findings which may confirm or upset marketing plans of many companies.

The questionnaire was a simple one. It asked the recipient to write the answer to this question: "With this refund, I plan to buy" If the recipient did not intend to make one or more purchases, he was asked to indicate what he planned to do with his refund. No attempt was made to indicate any kind of purchase.

The questionnaire was mailed to 10,021 veterans, chosen from the membership list of the American Legion. As of November 15, a total of 1,014 questionnaires had been returned. The American Legion estimates that there are two World War II members for each World War I member. On this basis, the questionnaire reached 6,700 eligible World War II veterans and thus the 1,014 replying represented a return of 15.1%.

The Home Market

If the pattern set by the replying American Legion members is followed in general by all veterans receiving refunds, industries selling to the home market will receive another hefty shot in the arm.* It's indicated that 30.4% of these veterans will use their windfall for home building, repairs, furnishings and appliances. On a projected basis, that would represent

an expenditure of more than \$770 million.

Apparently enough new home owners among veterans are pressed hard enough—or feel it the best investment—to apply their refunds to current amortization of their homes. This will dry up 21.5% of the funds and on a projected basis, would take up \$646,840,000 of spending power.

Purchase or construction of homes is scheduled by 9.9%, being \$250,880,000 of the total refund. Repairs, improvement and redecoration are down for 4.6%, or \$117,600,000, and remodeling for 7% or \$178,360,000. With a new roof—or a better roof over their heads—veterans want better furnished homes. Furniture, rugs and other things will account for 5.2% of the total, amounting to \$130,480,000 worth of purchases.

Appliances will be popular. Not surprisingly, television sets lead all the rest. A total of 0.9% indicate they'll put some \$22,680,000 into TV sets. The washing machine runs second with only 0.6% with an indicated \$15,120,000 to spend. Al-

together appliances are due to absorb, the projection indicates, 3.7% or \$92,960,000 of this new purchasing power.

The next biggest chunk of the refund is slated for savings and investments. These are forecast to be 25% of the total. Of this, incidentally, 19.4% is going into banks where it will be in highly liquid form. Government bonds are to absorb 4.6%, and stocks and postal savings, 1%.

As is to be expected, current living expenses will lap up a substantial portion of the refund. Recipients indicate that they'll be forced to spend 19% of the refund to keep themselves afloat financially. Bills and unspecified debts will take 11.7%. They count birth expenses among current expenses. So 1.5% of the refund is earmarked for raising babies.

More Insurance

Veterans show an exceptional interest in insurance, despite the high-pressure methods employed by the services during the war which induced men to take out maximum \$10,000 policies. They'll plow 10.1% of the refund back into insurance, of which 3.1% is for continuation of their G. I. insurance. However, only 1% is mentioned as destined for the purchase of civilian insurance policies.

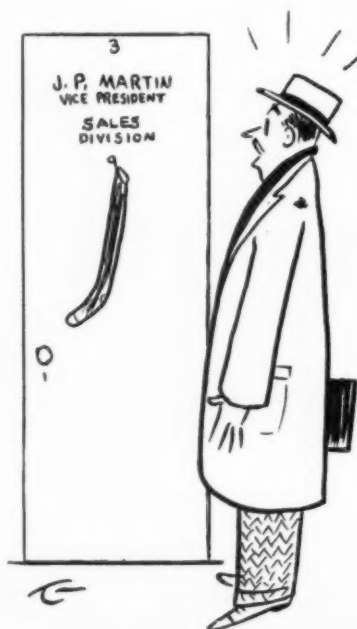
Prospects for creating profits from their refunds appear bright to 6.7% of ex-G. I.'s. This percentage indicates they'll make business investments. Roughly half of the business investments will be made by farmers. Many veterans announced they are going to buy cows.

Considerable G. I. cash was put into automobiles immediately after the end of the war. However, only 5.4% indicate expenditures of the insurance refund will be for transportation.

Clothing is well down on the list of preferred spending outlets. It will claim 3.4%. Clothing of an unspecified nature will take up 1.7%, men's clothing 1%, women's clothing 0.3%, and children's 0.4%.

Education for the veteran himself apparently will absorb 2.4% of the refund, with another 0.6% going to his children.

The tax bite will be represented with 1.8%. Vacation and travel will take 1.1%, other expenditures, 1.7%, and unspecified spending, 2.7%.



*See SALES MANAGEMENT, November 20, 1949, Marketing Pictographs, "How Vets May Spend Insurance Refunds."



UNIVERSITY OF OKLAHOMA PRESS

*takes pride in announcing
publication in the fall of 1950*

PUBLIC RELATIONS

by Edward L. Bernays

*Adjunct Professor of Public Relations at New York University
Visiting Professor of Public Relations at the University of Hawaii
Counsel on Public Relations, New York*

THIS PROFOUND and explicit book by Mr. Bernays is based upon lectures delivered at New York University, 1949-50, a complete course on the theory and practice of public relations. Mr. Bernays is regarded in this country and England as America's foremost counsel on public relations, a profession he was instrumental in creating and naming.

Social scientists and philosophers are searching for universals in human behavior. We believe Mr. Bernays has suggested universals of public motivation and responses in this study.

This book will possibly reorient the public attitudes of industrialists, politicians, educators, advertisers, labor leaders, social service workers, and we dare say, even religious leaders, and increase the effectiveness of their leadership.

Mr. Bernays has published two pioneering studies of the theory and practice of public relations: "Crystallizing Public Opinion" (1923) and "Propaganda" (1928). He is the author of "Speak Up for Democracy" and "Take Your Place at the Peace Table" and the editor of "An Outline of Careers for Men."

ADVANCE ORDERS for this book are already coming in. This advertisement gives you an opportunity to place your order now for this timely and important book, thus ensuring you a copy just as soon as it is published. All you need to do is to fill out and send us the enclosed coupon, ordering a copy of PUBLIC RELATIONS.

MR. BERNAYS' professional advice is highly prized, because it is based on a rare combination of *knowledge* of theoretical psychology, sociology and other social sciences, and of *practical achievement*, gained as counsel on public relations to industries, trade and professional associations, banks, government, great media of mass communication and others. He has been called as a guest lecturer to Harvard, Yale, Cornell, Princeton, Columbia and other universities; and has addressed among others, such bodies as the Industrial College of the Armed Forces, the American Marketing Association, the Massachusetts Bankers Association, the American Nurses Association, the Boston Conference of Distribution, the Chartered Life Underwriters. *Fortune*, in a recent issue, referred to him as pioneering in the profession of public relations, "anticipating everything that has ever been said about it."

In this book, Edward L. Bernays presents in detail the principles and practices he has applied professionally since 1919, in partnership with Doris E. Fleischman in the public relations organization which bears his name; and which is generally regarded as a major factor in determining the present professional status of the field.

UNIVERSITY OF OKLAHOMA PRESS, Room 16
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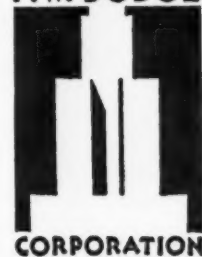
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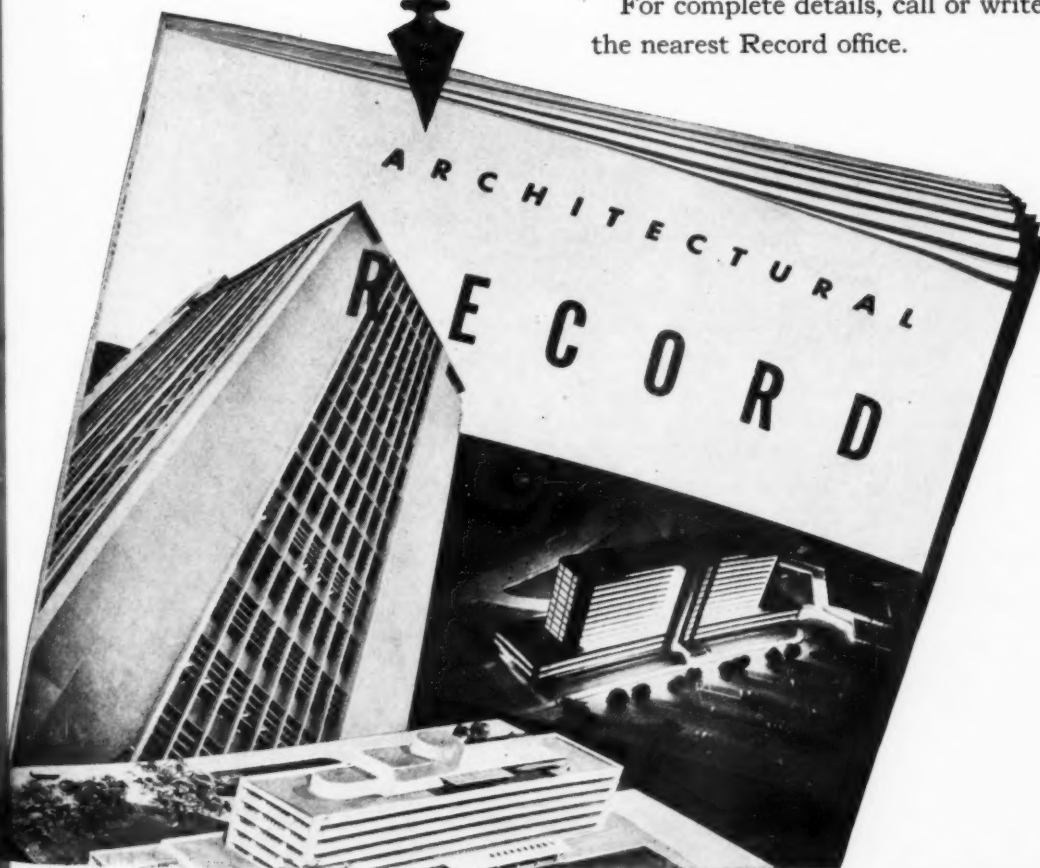
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DECEMBER 15, 1949

Dear Editor...

ARE OLD-TIMERS ON THE WRONG TRACK?

Editor, SALES MANAGEMENT:

I read "What Are We Saying" in Shop Talk, in the October 15th issue of SALES MANAGEMENT, and have just finished reading Jack Lacy's counter-attack in the November 20th issue.

This article and Jack's letter brought vividly to my mind a recent happening in my own office:

Having been actively in this selling game for nigh on to 36 years, I believed I knew all the answers, but after writing a sales bulletin to our sales force in the drug field, I found that apparently I didn't conform to the present-day code of letter-phrasing.

I believed this bulletin addressed to our men was pretty direct and in the language of our industry. Just as we were about to mail this out to all of our wholesale customers, our vice-president and general manager happened to light his eye on a copy, and forthwith called me into the front office.

Actually, I believed he was going to compliment me on the structure of this bulletin but, instead, I could tell by the serious look on his face that something was terribly amiss, and his first words were: "Arthur, what are the 'dogs' or 'dead items' in the Breck line?"

Needless to say, I was a little taken back and forthwith began to explain to him that in my particular division, the Drug Division, these were common words used to express slow-moving items or items that were included in deals that were slow-sellers, but were put in these deals in order to force them on to the retailers' shelves.

He then began to express to me his dislike for these words inasmuch as he did not believe we had any "dead" items or "dogs," so-called, and that his name was on every package, and he believed it was a pretty nice looking package, and he certainly disapproved of such words being used, and forthwith ordered this printing to be destroyed.

On re-reading this bulletin, especially the last paragraphs (A copy of the bulletin is enclosed with this letter.) I decided he was right. Thereupon, I decided to change the bulletin and word it more conservatively so that it would not be harsh to the eyes and ears of the firm.

Actually, at my mellow age, this little episode made me stop to realize that possibly my own vocabulary needed to be de-loused.

I shall anxiously be following the results of this battle of words, for I shall be keenly interested in knowing whether old-timers like Jack and myself might be, in this age, on the wrong track.

With kind regards,

ARTHUR W. TOSH, Sales Director
Drug & Department Store Division
John H. Breck, Inc.
Springfield, Mass.

JOINS LACY'S ARMY IN BATTLE OF WORDS

Editor, SALES MANAGEMENT:

Yes, I agree with Jack Lacy (page 16, SALES MANAGEMENT, for November 20, 1949).

Your editorial on page 112, also in your November 20, 1949 issue, "Plenty of Room," is one proof of his correctness.

We are now in a cold war. Salesmen are the soldiers who must hold up the economic line of our nation. Soldiers know that the best defense is offense. They must fight to win.

We have become soft as salesmen. Industry needs aggressive, courageous, fighting salesmen to maintain our national strength and leadership.

JAMES E. STRONKS
Educators Association
Iowa City, Iowa

WHAT DOES DICTIONARY SAY ABOUT "PITCH"?

Editor, SALES MANAGEMENT:

Re: Your recent remarks in SALES MANAGEMENT about the word "pitch."

Strange as it may seem, we were discussing this word just last week, as our men seem to be using it quite often lately.

During the controversy we decided to see what Mr. Webster had to say about it, and our answer was: "to throw, fling, hurl, or toss, usually with a definite aim or purpose."

In our business if someone runs into an entirely new idea on an old subject, to arouse the salesman's curiosity, it is announced that they will witness a new "pitch" on such and such a subject. They do not use this word in front of customers, but largely in the vein described above.

Do you approve?

W. W. POWELL
Director, Sales Education
The Hoover Co.
North Canton, Ohio

(Shouldn't we be governed by the "color" a given word has taken on in the ears of the public... not by the definition given in Webster? It's hard to use one vocabulary in business, and then remember to "de-louse" it for use in contact with customers.—The Editors.)

"COUNT ME IN —WITH BOTH FEET!"

Editor, SALES MANAGEMENT:

Having read your Shop Talk article in the October 15th issue and Mr. Lacy's subsequent reply, please count me in your corner—with both feet!

Certainly such expressions as "gimmick," "pitch," and "trap close" very

clearly contradict the spirit which modern selling must express if it is to carry out its professed role of educating and serving the prospect. I just don't see how any present-day sales executive or trainer of salesmen can disagree with the views expressed in your article.

A remark by one of my early sales managers quite a few years ago has always stuck with me: "If your sales story is right it is GOOD NEWS to your prospect; and you don't have to high-pressure or trick a man into listening to good news. If he doesn't think you are bringing him good news, either you haven't got a prospect, or you are doing a lousy job of telling your story."

We must admit that carrying out a selling campaign on the above lines calls for an abundance of that highly extolled good old-fashioned quality of "fight"—but none of it directed against the personality of the prospect. Rather, it calls for a continuous fight for the facts, showing who and where your prospect is, what his needs are, and how you can serve him. Then it calls for the grimmest fight of all against plain human inertia, laziness and discouragement which must be defeated if the facts we have gathered are to be fashioned into a clear, convincing, absorbingly interesting story of good news to the prospect.

Yes—by all means let's keep that kind of fight in salesmen and selling!

R. E. RUNZHEIMER
Runzheimer and Company
Chicago, Ill.

TWO MORE SUBSCRIPTIONS FOR BRITISH SALES CHIEFS

Editor, SALES MANAGEMENT:

Harold DeBenham and I are delighted to attach our checks for subscriptions to SALES MANAGEMENT for Messrs. Glover and Lee mentioned in the letter which you attached to your note of November 25th. We hope this will be the start of a snowball of SALES MANAGEMENT good will and reciprocal helpfulness.

HECTOR LAZO
Director of Public Relations
Sunshine Biscuits, Inc.
Long Island City, N. Y.

(Dollar-short Britain imposes restrictions on use of dollars to buy many items, including publications. Through the generosity of American sales chiefs, American sales know-how is being exported. By special arrangements, a limited number of copies of SALES MANAGEMENT are being made available at the domestic rate of \$6, instead of the usual \$9 foreign rate, to American sales chiefs who wish to send a subscription to a fellow British sales executive.—The Editors.)

"KEEN APPRECIATION"

Editor, SALES MANAGEMENT:

Among my sales manager friends to whom I have shown your letter of the 28th of October, there has been very keen appreciation, and the two persons named below would like to take advantage of any subscriptions which are being donated in this very fine cause:

Mr. T. W. C. Glover, Glover's Advertising, Mark Lane, Bristol, 1.

(Continued on page 89)

SALES MANAGEMENT

Many More Babies to Buy For in San Francisco's "BEST CIRCLES"



To sell where family needs
multiply fast...and money's most plentiful
...schedule The Chronicle Number One



Sales "NATURALLY" higher in our Trading Zone

73.1% of new births are to families living in the 8-County trading zone part of the 9-County San Francisco market (Bay Area Council research). And State Department of Education records show 77.4% of this market's school attendance is in the trading zone.

With BIG family appetites, it's lucky for trading zone families they have more buying power (*Sales Management's* 1949 copyrighted survey)...with 6 of every 10 spendable dollars!

Yes, there's a difference between our San Francisco market and, for example, Washington D.C. Our market looks more like Cincinnati and Boston. Put The Chronicle *top* of your list!

San Francisco Chronicle

DELIVERS "BEST CIRCLE" COVERAGE
IN TRADING ZONE AND CITY TOO

SAWYER, FERGUSON, WALKER CO., National Representatives
... New York • Chicago • Detroit • Atlanta • San Francisco • Los Angeles

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HERE, again, we present another sample of fine color lithography by Stecher-Traung—the kind of lithography that's helping countless companies sell their products or services easier, faster, more economically. Here, too, you see at a glance how natural, full color puts sparkle and sales appeal in drab or otherwise colorless illustrations. For true-to-life representation, dramatic selling influence and quick response, dress up your sales and advertising material with the best in color art—"Lithography by Stecher-Traung." We suggest you get in touch with our nearest sales office—today!

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The type for this ad was set on Stecher-Traung's new Intertype Fotosetter.



TRUE Small Town America^{*}

Is Bigger Than Your Biggest Markets



IT'S A 3,349,312 FAMILY MARKET

IT'S NEARLY AS BIG AS

New York, with **3,618,700 families**

BIGGER THAN

Chicago, Boston, Detroit combined, with **3,193,000 families**

BIGGER THAN

Baltimore, Cleveland, Los Angeles, Philadelphia combined, with **3,055,100 families**

BIGGER THAN

Cleveland, Pittsburgh, St. Louis, San Francisco, Washington, D. C., Minneapolis-St. Paul, Buffalo combined, with **3,304,300 families**

AND GRIT IS BIGGER IN THE TRUE SMALL TOWN MARKET THAN ANY NATIONAL URBAN OR FARM MAGAZINE! GRIT is the only publication concentrating its circulation in this important market—2,996,492 readers weekly.

These are the reasons why Advertisers add GRIT to their National Lists. They have learned that GRIT is needed to step up coverage, get deep penetration in this highly responsive market...made up of the TRUE Small Town folks of America!

^{*}U. S. TRUE (not Suburban) Small Towns, of less than 1,000 population.

SOURCE: Sales Management, 1949 "Survey of Buying Power".

Small Town America's
Greatest Family Weekly—
with more than
600,000 circulation.



There's a difference
between a suburban
Small Town and a
TRUE Small Town

DEAR EDITOR . . .

(Continued from page 88)

Mr. E. C. Lee, Arthur Sanderson & Sons Ltd., 52 Berners Street, London W. 1.

I have promised them I would write to you about it. I cannot tell you how impressed people have been with this gesture by your readers, and it does so underline my previous writings about the mutual understanding which can be reached between sales managers of America and those of England.

One thing I can say is that there is very great scope for the ideas and thoughts that are put out, and may I just add in conclusion how tickled I am, and what a good mood it puts me in to read the jottings on the "Scratch Pad."

JULIAN ROSE, M.S.M.A.
Export Manager
Raphael Tuck & Sons Ltd.
London

ARE SALES ENGINEERS CREATIVE SALESMEN?

In your November 20 issue, your comment on page 112 on "Creative Salesmanship" is indeed meaty and food for thought. However, as an unbiased observer, I wonder whether, in all fairness, the findings of this survey (See SM November 10 [What 2,000 Industrial Buyers Told Us About How They Purchased]) accurately reflect the true effectiveness of creative salesmanship.

Is it not highly probable that an industrial buyer would be somewhat reluctant to admit that an outsider had to call to his attention a need which he was employed to anticipate, or at least recommend? The unusually high percentage of buyers who credited themselves with "first stating the need to buy" would tend to confirm this.

In other words, would you not say that this question could be described as "loaded," and tend to considerably understate the case for creative selling? The possibility that this may have been true makes me hope that no far-reaching decision derogatory to creative salesmen will be made on the strength of this finding.

There is undoubtedly a great deal of hard truth in the main theme of your comments, but I would be interested in your views on the point raised above.

CARL C. AUSTIN
Vice-President
The Franklin Fader Co.
Newark, N. J.

INDUSTRIAL SPOTS PROFIT-MAKING IDEAS

This is just a word of appreciation for your unusually excellent and timely November 10th issue containing the market data for 1950 planning.

This arrived today just as we were in the midst of planning for a year-end sales meeting in preparation for 1950 and is already proving helpful.

ROBERT W. KERR
Vice-President and General Manager
Herbrand Division
The Bingham-Herbrand Corp.

How to live longer even tho' an advertising man



When things delay a job, let others get the jitters. Keep cool—and remember that Air Express can save the day! Low cost Air Express helps you meet every crisis, because it's the world's fastest way to ship or receive. Shipments even go coast to coast overnight! And Air Express is super-convenient. Door-to-door service included in the low rates.

Advertisers, agencies, electrotypers, and publishers make deadlines with time to spare—when they use this convenient, low-cost service regularly.

Only Air Express gives you all these advantages

Nationwide pick-up and delivery at no extra cost in principal towns, cities.

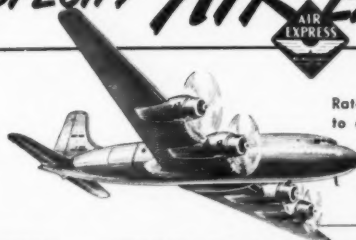
One-carrier responsibility *all the way*; valuation coverage up to \$50 without extra charge. And shipments always *keep moving*.

Most experience. More than 25 million shipments handled by Air Express.

Direct by air to 1300 cities; air-rail to 22,000 off-airline offices. These advantages make Air Express your best air shipping buy. Specify and use it regularly. For fastest shipping action, phone Air Express Division, Railway Express Agency. (Many low commodity rates in effect. Investigate.)

SPECIFY AIR EXPRESS

GETS THERE FIRST



Rates include pick-up and delivery door to door in all principal towns and cities



AIR EXPRESS, A SERVICE OF RAILWAY EXPRESS AGENCY AND THE
SCHEDULED AIRLINES OF THE U.S.

Who Buys What for Uncle Sam?

The "MPIC" Has Some Answers

BY JEROME SHOENFELD • Washington Editor, Sales Management

Those initials stand for "Military Procurement Information Center." They refer to an office in the Pentagon Building whose function it is to help manufacturers and their salesmen identify and reach those with buying authority.

Once in a while, a massive, tightly regulated organization, doing everything by rule and by code number, seems to act by reflex. If ever there was such a case it was the creation of the Military Procurement Information Center in August. The Senate just then was investigating 5 percenters; people were talking darkly about how high you could or had to reach within the Armed Services; Senators were making speeches that the military ought to be directly, as well as indirectly, accessible to the harrassed businessmen who happened to be favorite constituents. Out of

the welter of incriminations there burst forth on July 14 a Munitions Board announcement that they were establishing such a Center which, in the words of the handout, would "provide guidance to businessmen seeking contacts with the Army, Navy and Air Force."

At the very start, but only at the very start, the Information Center was so busy as to seem merely part of the confusion attending a Senate probe. It experienced the rush in business that accompanies a "new, introductory offer" via an expensive ad drive. Part of its early boom, it now

appears in calm retrospect, was the dumping on the Center of angry letters sent to Congressmen and accumulated in the files of the Small Business Committees. Part of it consisted of tests: Goodyear Tire's Washington office, for instance, threw a couple of typical questions to see whether the Center could safely be recommended to suppliers and customers. On these tests, incidentally, the Center acquitted itself with honors. One answer was returned in 20 minutes, another in an hour, and accurately.

In its first hectic 15 days, the Center had some tough problems. The top general of the Chemical Corps, for instance, had been demoted so that the Chemical Corps, quite naturally, clamped down on the routine information that it had always given to manufacturers or to their Washington intermediaries. The 5 percenters, now forced to get routine data off the beaten track, tried the Center, which additionally jammed the works.

Settling Down

Now the rush is over. You can walk serenely into the Center's reception room, where you will find no crowd of impatient out-of-town salesmen waiting to ask whom they should see. There are only a couple of young ladies at the reception desks. The Center apparently has settled down into what may become its permanent gear. Everything is mail-order.

The original handouts announcing the creation have proved accurate. The Center is doing approximately what the prospectus promised—steering people to men with power to buy their products insofar as that is possible. The 5 percenters concede that it is doing a good job, though they all acidly continue that they themselves find "little occasion to use it." Its good job is only in supplying information. It is neither a salesman nor a 5 percenter. The judgment that businessmen are being guided accurately and with reasonable dispatch to proper Procurement Officers is based mainly on the Center's files, as described by one of its spokesmen. Unfortunately, people who have used the service, whether on the advice of a



"Your Convention's Next Month!"

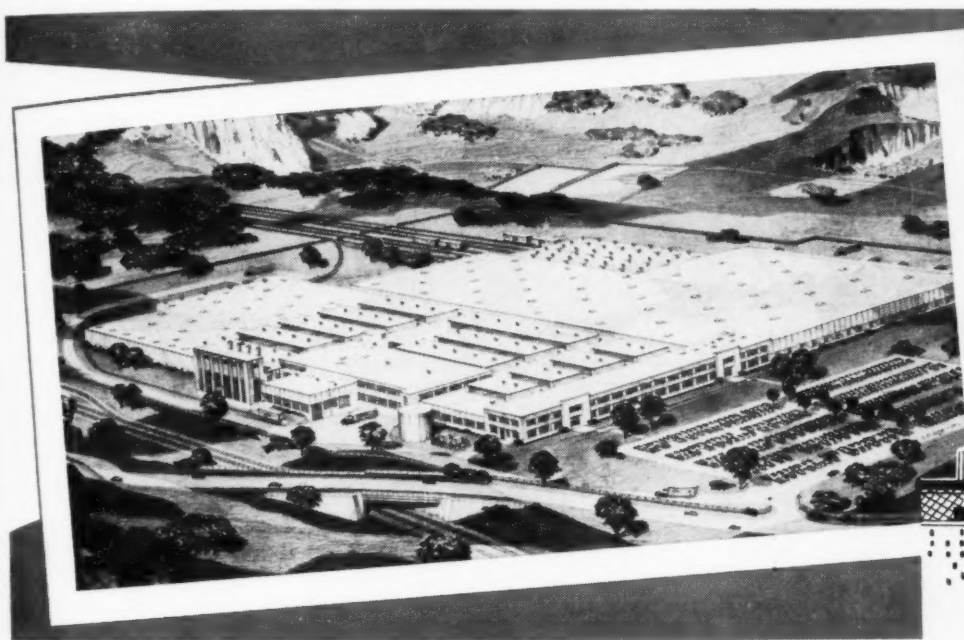
BUSINESS PUTS UP ITS BILLION IN PITTSBURGH

Pittsburgh's billion-dollar industrial expansion is far beyond the stage of "just talk." Already, \$790,000,000 worth of building and expansion of plants is completed or in the works.

The Federal Census of Manufactures now finds 2,225 industrial plants, employing 338,000 men and women, in the Pittsburgh district, consisting of Allegheny, Beaver, Washington and Westmoreland Counties. Value of

manufactured products has gained 166% since 1939.

Construction of new buildings now started and planned will furnish three years of steady employment for 53,000 workers. Foundations for the 40-story U. S. Steel-Mellon Bank Building are being sunk and at least four other skyscrapers are on the boards. Millions upon millions are being invested to insure the stability of the great Pittsburgh industrial area.



Now a forest of steelwork, the 700,000-square-foot Continental Can Company plant will look like this to plane passengers coming into Allegheny County Airport.



You can share in the expanding Pittsburgh market—a fabulously rich market now, with expansion plans that are the talk of the nation. To make capital of this great market's new stability, rely on the old stability of The Pittsburgh Press.

For 42 consecutive years The Press has been Pittsburgh's No. 1 newspaper for solid results. In its forty-second year of leadership, The Press published more advertising than any Pittsburgh newspaper ever before published. This year The Press is headed for another record-smasher and its forty-third year of leadership—because The Press still has the habit of producing results for its advertisers.

Call, write or wire your Press Representative for more

information about The Press and the fabulous Pittsburgh market. Every Scripps-Howard Representative is a Press Representative.

TOTAL ADVERTISING LINES

published in first 9 months

	1948	1949	Change
PRESS (e)	12,796,909	13,540,569	+743,660
PRESS (S)	5,840,815	5,737,072	-103,743
Post-Gazette (m)	7,157,346	6,859,709	-297,637
Post-Gazette (S)	—	1,701,799	—
Sun-Telegraph (e)	8,585,472	9,049,166	+463,694
Sun-Telegraph (S)	5,098,437	4,814,001	-284,436

Sunday figures include all supplements

Source: Media Records, Inc.

Represented by the General Advertising Department, Scripps-Howard Newspapers, 230 Park Avenue, New York City. Offices in Chicago, Cincinnati, Detroit, Fort Worth, Philadelphia, San Francisco.



The Pittsburgh Press

No. 1

in City Circulation — in Classified Advertising — in Retail Advertising — in General Advertising — in Total Advertising

Congressman, of Goodyear, have not written on how they've made out, so that there is, to date, no check.

The Information Center's spokesman was given hard questions, which he answered in a manner that told well for the Office. He described this case: A manufacturer mailed in a sample of yarn, common yarn, and asked who, within the Armed Services, might buy it. The Center, by a pretty thorough-going canvass of all the Procurement Offices listed in its manuals, found that such yarn was purchased all over the country in

small amounts and that no buyer ever made substantial purchases.

A piston manufacturer wrote in that the specifications on his product just excluded him. Who could change the specs? The Center successfully located the right technical men. That, alone, obviously, does not yield the modification that the manufacturer wants. After he has visited the technical office and demonstrated his product, he still has a selling job. But the Center has started him on the right track.

A lot of letters complain that re-

WHERE TO START

If you wish to secure your information by mail or telegram, address Central Military Procurement Information Office, Munitions Board, at Room 3D760, Pentagon Bldg., Washington 25, D. C.

Telephone: Washington, D. C., REpublic 6700, extension 75,321.

Reader Influence



Presidents and Publicity Chairmen of the largest and most influential women's organizations in Greater Miami, jam-packed the Miami Women's Clubhouse to attend the press conference sponsored by The Miami Herald, and conducted by the paper's Woman's Page staff.

This response serves to emphasize once again The Miami Herald's dominant influence in the thriving Greater Miami area. The Miami Herald reaches more people than any other newspaper in Florida. And it reaches

more of those who are in a position to influence the thinking of others. From any standpoint -- quantity, quality, and results -- The Miami Herald is good company for any advertiser to keep.

JOHN S. KNIGHT, Publisher
STORY, BROOKS & FINLEY, National Reps.
A. S. GRANT, Atlanta
Affiliated Stations -- WQAM, WQAM-FM

MIAMI -- An International Market



quirements are too narrow. For example, something is specified in cast iron whereas the inquirer, for reasons he can prove are overwhelming, uses only steel. The Center will find out where to send a sample. It will arrange an appointment with somebody who can start the works going. If the salesmen can show all of the people who have to be shown that his substitute gives equal value, the specifications, presumably, will be broadened so that he becomes a qualified bidder. It sometimes happens, that a substituted spec would, in practice, completely disqualify the original requirement. For instance, the suggested substitution might cost more FOB plant but prove vastly cheaper delivered, so that, with a change in rules, it would always win. The Center never has had a case of this kind. Presumably, the salesman would be shunted to those empowered to discriminate.

Problem Letters

The letters that are most frequent are also the hardest to answer with precision. The manufacturer describes his plant, lists his machines and asks: "What can I make?" The almost routine question gets a routine reply: booklets with such titles as "Selling to the Navy," "Purchased Items and Purchasing Locations of the Department of the Army," etc. The man receiving them, no doubt, can visit the nearest purchasing locations and ask somebody in uniform what he should make. If he gets an answer as vague as his question, he ought, before blaming the Center, to recall that he's landed little civilian business with such a question.

The man who lists his equipment is also sent a canned paragraph about subcontracting. If he then inquires specifically about how to find prime contractors, he is sent to Procurement Officers, who will give him current

lists of contracts. He won't be told which companies are calculating bids on prospective jobs and therefore immediately getting estimates on subcontracting and supply costs. For that a company needs its own spies. On the other hand, prime contractors have successfully queried the Center on where to find subcontractors in given territories.

Heavy Research

The Information Center will do a lot of research to answer a query. It will try hard to spot the first man to see. It will collect forms and mail them or tell you where to get them. This sometimes takes a long time. When the office first opened after a lot of advance publicity, it had to put on night shifts to catch up on the mail and only by mid-October had it become reasonably current. Even now it can't answer promptly since it must first find out for itself. Not being a commercial establishment which must butter up customers, it has no standard letter of acknowledgment so that the inquirer for a while can only wonder. But if a job is taking too long, an interim letter, completely personal, goes out.

These are some of things that the Center will do. Practice no doubt will develop others. To appreciate the limitations of a Government information office, take the case of a man who has fully availed himself of it. One man wanted to bid on a small two-inch tube, about a quarter of an inch in diameter. He wrote to all of the people the Center had mentioned. At last the full reward was a pile of documents on his desk. The one on top said: "Signal Corp Procurement Agency Invitation for Bid SC-36-039-50-176 to be opened at 3:30." Under that, paper by paper, was a page of general instructions to bidders, two pages on Form 22 instructions to bidders, five forms giving conditions, a notice that specifications were available on request from the Signal Corp procurement district or the Superintendent of Documents and, last of all, a yellow sheet warning: "Caution, Caution, don't make a mistake." In all there were 24 finely printed pages including 17 forms—all for a trifle you'd almost find in an Erector set. When he sold to toy makers, he just agreed on a price and dates of delivery and his deal was closed.

Now the man who had received all of the forms won't get any additional help from the Information Center which, after all, can't very well re-interpret them for every inquirer. There is no setup, like that

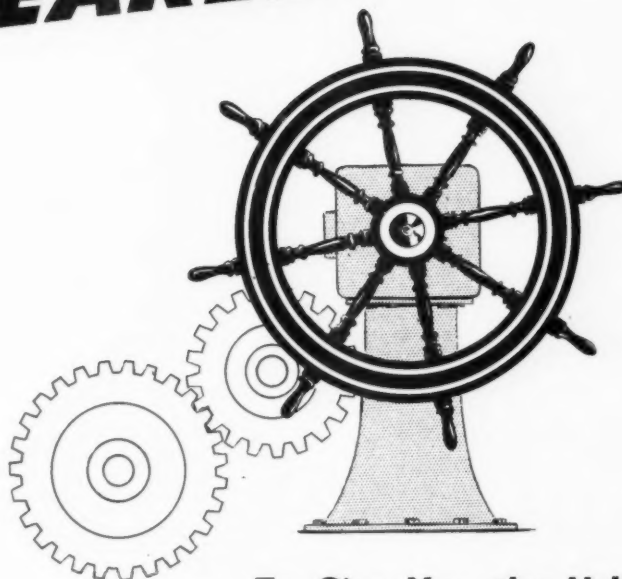
of the Revenue Bureau, for helping you to answer the questions. That's one of the reasons why, let a Government information office be ever so helpful, commercial middlemen are not likely to be displaced. Here's the way one agent, Frank Katz of the firm, H. C. Barton Co., put it:

"A manufacturer's agent will go through the forms with his client. Bidders forms, after you've gotten used to them, are pretty simple; others are pretty tough. But even in filling a bid form, a newcomer isn't familiar with Government language and what

the Procurement Officer looks for. Unless he knows what to describe precisely, he will receive the wrong invitations to bid. The agent himself should know products, obviously, as well as forms. Then again, after you've gotten the contract, little points continually come up while the job is in process. You want to be able to pick up the telephone for advice. You want to be able at once to reach the appropriate Government man—he needn't be a friend—either directly or through your agent."

In general, the Washington manu-

GEARED!



To Give You the Helm

BY ANY RECKONING, you've got the helm in New Orleans . . . when you use the one-cost, geared Times-Picayune and New Orleans States.

Because with these two, you cut an efficient, straight wake . . . direct to big sales in New Orleans, and the trading zone. There's no zigzagging here, no yacht-club porch palaver . . . only on-deck, in-hand, result-ful selling . . .

You reach the most people (270,636 combined, daily circulation), and you prompt the most response . . . Two solid, big-circulation influences—moving in different directions, like gears!—work for you, make the most of your advertising dollar . . .

Halloo Jann & Kelley, Inc., today for the geared story . . . and pilot your product to oceans of success . . . down our way!

TOTAL CIRCULATION
M. & E. . . . 270,636 Sunday . . . 281,710
3 Months Ending March 31, '49
Milline Rates as Low as 1.88 M. & E.—1.95 Sunday

New Orleans

TIMES-PICAYUNE and STATES

GEARED TO SELL THE NEW ORLEANS MARKET

Moving in different directions!



ONE CALL

FOR ALL

RIVER RAISIN
DIMENSIONAL
DISPLAYS

From
the basic idea
to the finished Display.

RIVER RAISIN PAPER CO.
DISPLAY DIVISION • MONROE, MICH.

YOUR
"Opening Wedge"
TO
6,000,000
FARM
FAMILIES

Win for your product the influence and good will of the 20,000 County Agents, Vo-Ag Teachers, Extension Leaders and Soil Conservationists who read *Better Farming Methods* every month.

Business Magazine
for Leaders
Who **TRAIN** and
ADVISE Farmers

Better
FARMING
METHODS



WATT PUBLISHING CO.
MOUNT MORRIS, ILL.

CCA
20,000

facturers' agents attitude toward the Center is one of disdainful friendliness. The competent, well established agents express this with utter precision, agreeing on what the Center can do for you and enumerating the services it can't offer and which they, inferentially, can. Those whose activities are vaguer express it mainly in a flutter of supercilious intonation: "Of course, those young ladies at the Center, very bright girls indeed, are doing as well as can be expected," the tone denying what the sentence asserts.

But Katz and others brought out some of the things that a salesman can't expect an information center to do for him. Their points were very like those often made by newspapermen with respect to the Government's abundant press-publicity offices. If a reporter were dealing with an agency new to himself, the publicity man could help find the man who could give him a story. His handouts, if carefully read, sometimes contained good tips. But to depend exclusively on the publicity man would be to rewrite handouts. So, the Procurement Information Center, all of those with whom it appeared to be in competition agreed, was an excellent starting point, a bit like those resident buyers who didn't themselves make deals but tipped the visiting salesmen.

Local Information Best

The Pentagon office often can tell a man no more than he could find out at home. Buying has been decentralized and Washington doesn't know, at the crucial moment, what purchases are contemplated. The Center can find out and is doing so. What it discovers, however, sometimes will have appeared already in the business papers, which in general do a reasonable job of covering the Government market. Again, a man preparing to bid wants to know the recent prices of successful vendors. That, too, is pretty hard to get in Washington. You must follow the results at local procurement stations with respect to the products which interest you. The data do come to Washington but there appears to be more tons of them than anybody can wade through. Consequently, the alert 5 percenters tip their principals on how to follow these things on the spot. The press is helpful.

Getting on lists and staying on in itself requires a certain care. In Washington itself, the lists of concerns that must be invited to bid are fantastically large. Regulations require that whoever asks should be included. Even so, common sense forces the Procurement Officers to

rebel against the regulations and so they rotate invitations continually. The manufacturers' agents insist that you must put a single man in charge of watching these rotations, of acknowledging invitations when you don't bid lest otherwise you be permanently excluded, or of otherwise reminding the Procurement Officers of your existence. Naturally, the Center, which offers information and information only, can't also invade the salesmen's territory.

Limited Help Offered

The Center, according to its spokesman, will help you find subcontracting or supplying jobs only to the extent of identifying present prime contractors. Since every contract let by bid is on a fixed price basis, where the contractor calculates his supply costs in advance, such a list is belated. Discovering in advance who is taking suppliers estimates is the job of your regular sales staff. They must cultivate bidders in the course of selling their civilian lines. Incidentally, the Armed Forces are considering supervision of subcontracting so that, conceivably, practice may change.

The Washington offices of some of the major manufacturers, already deep in defense business, asked the Center for information obviously beyond its ken—deep policy questions, which, so far as anybody knows, have no answers. "Is shoeing mules an allowable cost on an Air Force contract?" That's the kind of thing that spurs defense accountants, lawyers, procurement officers to form committees that discuss the issue for years. "My contract contains a renegotiation clause, but my competitor's contract with a different branch, does not. How can I change things when the contract is renewed?" That, too, is in the realm of generically pigeonholed "top policy." The concerns that put these perennial puzzlers to the Center were shunted, after the requisite time for research, to the men whom they had been dealing with all along. But the Center has not, after all, been opened for these old-timers.

In general, then, the Center has been doing a good job, even the word "excellent" is accurate, within the limits set for the Center. But it has a small staff; if this or other articles brought in too much business, its tiny staff would be overwhelmed. If that happened, no doubt the staff would be increased but for a while letters would be unanswered. Allowing for continuing excellence uninterrupted by a boom, the Center is not—and emphatically disclaims being—your salesman.

Promotion

American Lumberman

American Lumbermen & Building Products Merchandiser, says a statement in a promotion piece (a data file) from the publication, is the "mightiest sales force in selling the building market." To prove it the magazine devotes a section in the new file to a detailed account of its readership. Write W. G. Simpson, 139 N. Clark St., Chicago 2, Ill.

Improvements on Farms

Successful Farming has completed and is ready to mail its new survey on its farm subscribers' plans for improving and remodeling and the work already done (over the past three years) by farmers in reconditioning and improving their buildings. The survey shows that 88% of *Successful Farming* families—or better than a million—have redecorated all or part of their homes during the three-year period. Gross farm income, last year, topped \$35 billion. Write the publication, Des Moines, 3, Iowa.

Look at Appleton

The *Appleton Post-Crescent* in cooperation with the Medill School of Journalism, Northwestern University, will send you a copy of the second annual Consumer Buying Habit Study for the city zone of Appleton, Wisc. It provides a carefully-delineated breakdown of Appleton's buying power and habits, its ownership of various heavy goods commodities, its radio listening habits. Write David L. Lindsey, manager general advertising for the newspaper.

How to Use Mystik

The Chicago Show Printing Co. (2635 N. Kildare, Chicago, 39) will send you a useful idea book, "39 Ways to Use Mystik." Mystik is a printing material with a self-adhesive back, making possible the application of printed messages on almost any surface. It may be used for multi-color printing and lithography, may be had in any practical size, and die-cut to all shapes. The booklet points up the many uses that have been found for the product.

HERE'S THE EVIDENCE

Artkraft® DEALER AND STORE
FRONT SIGNS

HELP YOU SELL * * *

THEY'RE USED BY AMERICA'S
LEADING MERCHANDISERS,
INCLUDING—



THEY ALSO MAKE YOUR ADVERTISING

5 TIMES AS EFFECTIVE**

Artkraft® ON A SIGN

MEANS MORE FOR YOUR MONEY

999/1000 perfect**, they're built to last—continue to work for you years after they have paid for themselves.

*Trademark Reg. U. S. Pat. Off.

**Proved by actual audited research.

***Sales increase 14.6% — proved by actual audited research.

QUALITY PRODUCTS
FOR OVER A
QUARTER CENTURY



Artkraft® SIGN COMPANY

Division of Artkraft® Manufacturing Corp.
1137 E. Kibby Street • Lima, Ohio

Please send, without obligation, details on Artkraft® signs.

() We are interested in a quantity of outdoor dealer neon signs.

() We are interested in a quantity of Porcel-M-Bos'd store front signs.

() Please send instructions on how to set up a successful dealer sign program.

Name
Firm
Street
City & State

The Canadian Market: What's "Different" About It?

BY FLOYD S. CHALMERS

Executive Vice-President, Maclean-Hunter Publishing Co.

You must know the answer to this question if you want to tap the ten-billion-dollar Canadian market. Here is an analysis of some of the ways a Canadian's tastes, character and living habits differ from those of citizens of the U. S. A.

It's hard to generalize about people. The only safe generalization about Canadians, for example, is that they are Canadians. They are North Americans but they are not Americans.

Take the matter of language. Some Canadians speak French. Most of

them speak English, but it isn't exactly American English. The preferred pronunciation of "skedjool" in Canada is "shed-you'll." More Canadians say "toe-mat-oh" than say "tomayto." Most of them use the Oxford English dictionary spelling of "labour," "honour," "cheque," and so

on. They talk about "vets" instead of "G.I.'s," about "Parliament" instead of "Congress," about the "Crown Attorney" and not the "D.A."

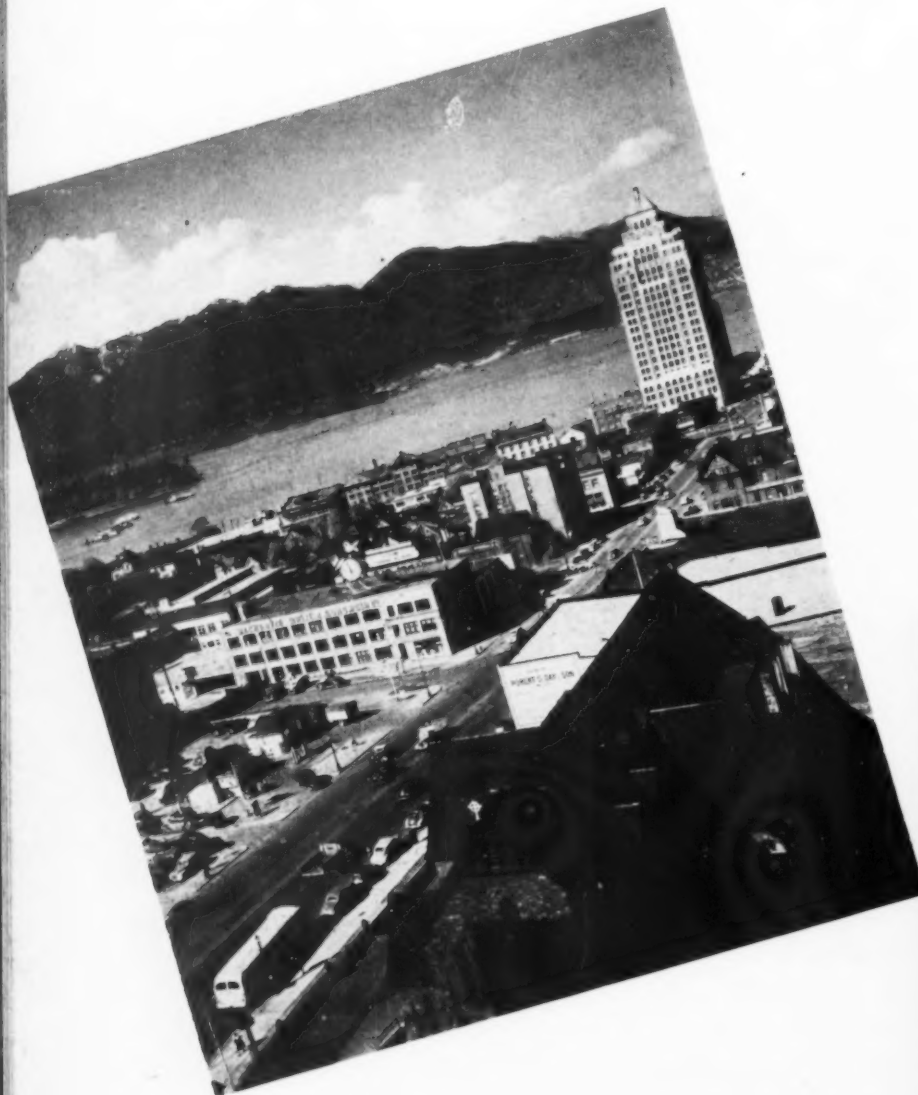
The Canadian's paper money is printed in two languages, as are his postage stamps. When he buys a quart of oil he gets 40 fluid ounces, instead of 32. A pint of milk is 20 ounces instead of 16. A gallon of gasoline is a fifth larger than it is in the United States.

The Canadian knows all about Washington and Lincoln, but his national heroes are Frontenac, Brock, Champlain. The big men in his political traditions are Laurier, MacDonald, Joseph Howe, and others the average American never heard about.

An American holiday, Independence Day, Lincoln's or Washington's birthday, is the day when tourists from border cities flock over to buy Hudson's Bay blankets, Irish linens or English china. Canadians have their own holidays, Dominion Day for example, on July 1, or Empire Day (Note that it isn't even called Commonwealth Day.), which celebrates the birthday of good Queen Victoria, God bless her.

All these differences between Americans and Canadians are important for the American sales manager and advertising manager to evaluate.

THE FACE OF CANADA: Geography accounts for many basic differences between Canada and the United States. Canada stretches from British Columbia on the Pacific to Newfoundland on the Atlantic. Its population is



They are part of the emotional fabric of the Canadian market. They have to be taken into consideration whenever a sales campaign is planned for Canada. There are many other differences to be assessed when selling in Canada:

The Canadian is more cautious than the American. He is more thrifty and buys more carefully. He is less swayed by the "hurry, hurry" appeal. American architects, visiting a new industrial plant in Toronto, were surprised to see a lounging room adjacent to the cafeteria. The Canadian worker likes to relax after a meal. The American is likely to eat and run.

Lasting Product Loyalty

The Canadian will usually pick up ultimately any American craze, be it a new game, a new song, a new slang phrase, but his acceptance will be tentative and limited. To the man selling merchandise, this means that the Canadian will buy a new product if it is sold aggressively to him with a combination of emotional and "reason why" appeal. When he buys it he is likely to stick by it longer. His buying loyalty is worth cultivating.

Selling in Canada has to be a little different from selling in the United States. That is the consensus of a cross section of 15 sales executives cited in a recent article in *Canadian Sales Digest*, by Stuart Philpott, a veteran in sales management and association work. Says Mr. Philpott:

"The Canadian consumer is more stable, more cautious, more conservative, more critical and more security-conscious. His American cousin is more impulsive, more eager to try something new, more of a gambler and more credit-conscious.

"Carrying our generalizations further, it seems that the Canadian thinks of saving money where the American thinks of making money."

Mr. Philpott believes that the American salesman rates higher in his company's scheme of things than his Canadian opposite member. There are more college graduates on the sales firing line in the U.S.A. than in Canada:

"The average wage of an American salesman is higher than is the case in Canada. He also enjoys a much greater percentage of incentive pay. His sales duties are more restricted into specialized channels while the Canadian is a man of many parts."

But, believes Mr. Philpott, selling is really easier in Canada:

"In the United States, salesmen are more often chosen and valued for personality reasons and less for their product knowledge. This explains, in part, why high-pressure selling is more successful there than here. Canadian selling is more factual and much less inclined to indulge in sen-

sationalism. The Canadian is more appreciative of the inherent soundness of the product and is less swayed by frills and gadgets, a real asset to a seller offering a basically superior article. The Canadian buyer scrutinizes both the salesman and the house he represents more critically as to character and dependability, which is another factor in the advantage of a firm with high standards and high-type personnel.

"... the Canadian buyer is harder to sell in the first place, but is easier to hold once he has been secured."

Geography has a lot to do with the differences between the markets of the United States and Canada. Canada projects into the Atlantic Ocean and the Pacific Ocean farther than does the U.S.A. (other than Alaska). It stretches northward from the United States border for quite a distance. On the map Canada stretches about all the way to the North Pole, but for the man interested in mass merchandising the ribbon of land running roughly from the border to 200-300 miles north is



...ants for ne...d, being about 55% urban and 45% rural. With a population of just under 14 million, the over-all population density is only 3.5 per square mile, but in Southern Ontario, for example, the density is 85 per square mile.



(REPRINTED BY POPULAR REQUEST)

NO COMPETITION



BAYONNE CANNOT BE SOLD FROM THE OUTSIDE

THE BAYONNE TIMES isn't Santa Claus but - - - when 99.2% of ALL the RETAIL ADVERTISERS in Bayonne use THE BAYONNE TIMES EXCLUSIVELY to carry their Christmas offerings - - - you know Bayonne cannot be sold from the outside.

Send for the TIMES Market Data Book.

THE BAYONNE TIMES

NATIONALLY REPRESENTED BY
BOGNER & MARTIN

295 Madison Ave., New York • 228 N. LaSalle St., Chicago

A-a-a-h!

For real comfort

Lennox Mayfair
HOTEL HOTEL
ST. LOUIS 1, MO.

- Radio in every room
- Noiseproofed throughout
- Finest foods
- Garage facilities

Rates from \$3.50 Teletype: SL-139

F. W. DODGE CORP.

uses

the REPLY-O LETTER

THE REPLY IS IN THE LETTER

THE John Doe CO.
144 N. 10th Street

Write to the
REPLY-O PRODUCTS CO.
150 WEST 22nd St., NEW YORK 11



the important market. It has a population just under 14 millions. The over-all population density is only 3.5 to the square mile—but don't let this figure mislead you. In Southern Ontario, for example, it is 85 per square mile. Where Canada's population clusters, there are plenty of people.

Altogether, it is a big market, a rich one because of Canada's great national wealth, her high degree of industrial, mineral, forest, and agricultural maturity, and high average income per capita. However, it is a scattered population, about 55% urban, about 45% rural, and one cannot expect to sell every product in Canada as cheaply as it can be sold in the United States. The salesman's travel expenses may be higher per order. A thousand black and white pages in a Canadian magazine will cost more than a thousand pages in an American magazine, just as most of the products advertised will sell for more.

Influence of Geography

Geography influences the Canadian market in many other ways. Every house in Canada has to have central heating. The wide-open ranch house type of living outdoors behind a copper screen or a plate glass sidewall is not for year-round use in Canada as it is in some parts of the United States. Building materials and methods are different; interior decoration, rugs, draperies, furniture are likely to be more conservative and traditional.

The food will not be the same and it will not be eaten at the same time of the year. An American food editor for a syndicate or an American magazine has a hard enough time making her schedule of articles on canning or the use of seasonal fruits and vege-

SENSITIVE TO DIFFERENCES: At first glance this advertisement by Wallace Sterling in the Canadian magazine *Chatelaine* (left) is the same as the one appearing in the *Ladies' Home Journal* (below). But the shade of difference is important to Canadian buyers. The *Chatelaine* copy offers only two silver patterns—the only two Wallace makes in Canada—whereas five patterns are described in the *Ladies' Home Journal* copy.



tables come out right for the whole expanse of the U.S.A. with its Minnesota's and its Florida's. However, she just cannot strike a happy medium for the American states and come out anywhere near the proper timing in Canada. The food advertiser, with his color pages, has the same problem. Various foods have to be sold in Canada at the time when they are available on the Canadian market and when they fit into the dietary and caloric needs of the Canadian family.

The impact of climate on Canadian clothes is another factor in selling, or in timing sales campaigns. Canadians wear winter clothes later and put them on earlier than most Americans do. The office worker will take his coat off on a hot summer day, but only in the office. Coatless Canadian men are not much seen on the street or in restaurants. Women's fashions reflect Hollywood and New York influence. London and Paris have a strong impact, but Canada's designers have created styles for Canadian needs—styles which have, in many cases, an international market. It is because they are living under the influence of Canada's geography and climate that men like Gerhard Kennedy of Winnipeg and Irving of Montreal know how to produce interesting ski clothes, riding shirts, fishing slacks, etc., for women. Nylons are sheerer south of the border.

Differences between Canadian and American tastes in clothes are per-

SALES MANAGEMENT

haps most marked in the middle income group. Production-line workers in Detroit and Oshawa will dress much alike; so will St. Louis and Montreal bankers when they meet at Murray Bay or Nassau. But the average American tourist family on the streets of a Canadian city is clearly distinguishable from the Canadians around them. Most differences are subtle. A recent effort by Canadian retailers to introduce the American style of totem pole ties in Canada ended up in a spate of clearance sales. The annual Men's Apparel Show in Toronto is as much influenced by Bond Street as by *Esquire's* attractive color pages.

Differences in Beauty

Even in so universal a matter as beauty there's a difference—and it too has its roots in geography and climate. Ann Delafield, New York City, founder and director of the well known "Success Course," discussed this when she visited Canada. She said: "Canadian women have finer complexions. This fact, combined with severe winters, creates a special beauty problem for them."

There are many differences between American and Canadian standards, grades and labeling. Most American food manufacturers meet this problem by processing and packaging in Canada. However, electrical devices, radios, etc., made for the American market often cannot meet Canadian standards. A large part of Canada uses 25-cycle power. Small motors made to operate on 60-cycle power are not very helpful to the man or woman in Toronto, for example. None of these problems is insoluble. Thousands of American manufacturers have solved them. It's just another example of the fact that the Canadian market cannot be considered as purely a northward extension of the American market.

Generally, wages and salaries are lower in Canada, with take-home pay also a little lower. The cost of living is hard to compare. Many articles of American origin sell for more in Canada. On the other hand, some basic costs are likely to be less. *Maclean's Magazine* recently had Sidney Margolius, a well known American student of consumer habits, compare the relative positions of two steel workers' families in Trenton, N. J., and Hamilton, Ontario. What he found probably comes as close to the truth about average worker families as it is possible to get.

Mr. Margolius found that Al Bigami, 35, steel worker in Trenton, married, one child, has take-home pay

of \$52.50 a week compared with \$44.35 for Oscar Bieber, 39, married, one child, steelworker in Hamilton.

It costs Mrs. Bigami in the U.S.A. about 13% more for food than it costs Mrs. Bieber in Canada. In fact, the difference on food is enough to cover the \$100 extra which Oscar paid for his refrigerator or the 35 cents a package for cigarettes. Altogether, family living costs in Hamilton come about 8% below Trenton costs. This still leaves the American with about 10% higher standard of

living, a margin which has been closing rapidly this year, as wages and employment have held up in Canada better than in the United States.

That is the situation for workers. In higher income levels Canada is a more expensive place in which to live because motor cars, radios, home utilities, and most marginal items which make for higher standards of living cost more there.

How big a market is Canada?

We have population figures before us. Personal consumption expendi-



COLUMBUS—A COMBINATION OF INDUSTRY, STATE GOVERNMENT AND EDUCATION . . .

- The situation of Columbus is unique in the nation. Though the industrial output of the city is between \$500-million and \$600-million, industry is not the full strength. Columbus is also the seat of the government of Ohio. Here are state departments and state institutions employing many thousands of people. Columbus is also the center of learning for the state. The Ohio State University with its registration of 22,000 has an important part in the cultural and business life. Industry, government, education, all give to the economy of Columbus and Central Ohio a balance that is profitably favorable to those who sell in this rich market.

CARLILE'S FURNITURE STORE—70 YEARS IN COLUMBUS—25 YEARS ON WBNS

- Carliles are old in years but young in ideas. It was only natural then, that they should be among the first to use the facilities of WBNS when this station started broadcasting 25 years ago. W. A. Carlile installed a studio in the store and invited the public to come in and watch this novelty called "Radio." The response ran into the thousands . . . and they have been coming to Carliles ever since because this store has continued to use WBNS as one of its principal mediums of advertising.

WBNS IS THE MOST IMPORTANT RADIO SALES TOOL IN CENTRAL OHIO—

If you desire to do a profitable selling job in Central Ohio you must include WBNS in your program. This is easily explained by a look at WBNS programming and coverage figures. 163,550 families in this area are WBNS listeners. The programs of this station have been built to fit their needs and wishes. Test after test has proven that they respond to WBNS advertising . . . and respond in a big way, much to the delight of sales and advertising managers.

COVERS
CENTRAL OHIO



IN COLUMBUS IT'S

WBNS

POWER 5000 D-1000 • N CBS

ASK JOHN BLAIR

tures in 1948 totaled \$10.1 billion as compared with \$180 billion in the U.S.A. It's a market worth going after.

The Canadian market as a whole is a generous buyer of American products. Imports from the United States were over \$1.8 billion in 1948 or over \$130 per capita. They were about \$2 billion in 1947 before Canada was forced by dollar shortage to put on some restrictions. The other way, exports to the United States totaled \$1.5 billion in 1948 or about \$10 per capita of purchases by Americans from Canada.

Considerable import trade into Canada represents coal, citrus fruits, cotton, oil, and similar products which Canada either does not produce or produces in insufficient amounts. (With oil, the astonishing discoveries in Alberta promise to make Canada a net exporter rather than importer in a few years.)

What Canada imports from the United States does not tell more than a fraction of the story of Canadian purchases of goods from American companies. There is over \$6 billion of American capital in Canada, a large part of the 1,750 or so branch

One Ice Cube To a Highball

A well-traveled American who spends considerable time in Canada counts the differences between Canada and the United States in terms of ice cubes served in high balls:

In England—no ice.

In U. S. A.—2 ice cubes.

In Canada—I ice cube.



《SIGN of the TIMES》 in the GREENSBORO MAJOR MARKET

HELP WANTED signs are up again in the prosperous Greensboro 12-County ABC Trading Area, where 1/4th* of North Carolina's manufactured goods are produced. In this rich and productive Major Market, **ALL FACTORIES ARE NOW WORKING ON A 40-TO-48-HOUR BASIS . . .** There is no unemployment—on the contrary **THERE IS A SHORT-AGE OF HELP IN THE GREENSBORO MARKET AREA!**

This indicates a particularly bright future for sales in the Greensboro Major Market, in which 1/5th of the State's total sales were made in 1948 . . . Now's the time to assure your 1950 sales activity in this area—by putting the GREENSBORO NEWS and RECORD to work for you. Over 90,000 daily circulation of the NEWS and RECORD does a hard-hitting coverage job that can't be duplicated by any newspaper or combination of newspapers in the rapidly growing Greensboro Major Market! . . . Jann & Kelley has the details.

*Sales Management Figures



GREENSBORO NEWS and RECORD

GREENSBORO, NORTH CAROLINA
Represented by Jann & Kelley, Inc.

plants of American companies. Almost all big names of American business are there: Procter and Gamble, International Harvester, Westinghouse, General Electric, Ford, Chrysler, and General Motors—hundreds of them. For these firms, selling the Canadian market is no puzzle. Staffed largely by Canadians, they know Canada and sell it well.

Most of them key their merchandising and advertising to Canadian buying tastes and habits. Occasionally they blunder, particularly when the head office tries to merchandise in Canada by long distance. Occasionally, their American tie-up is embarrassing and calls for deft handling. For example, some car models advertised in American magazines are not on the Canadian market. So far as the Canadian branch plant is concerned, it would be better if the Canadian public never saw those particular advertisements.

To some extent the reverse is true. For the Canadian market, Ford has cars which are not sold in the United States. Chrysler and General Motors have certain distinctively Canadian models.

Recently the writer analyzed all full-page advertisements in two leading American weekly magazines. In one case, 16 pages were quite suitable for selling to Canadians (if one did not make too much of such phrases as "America's favorite," etc.). Forty-two pages either advertised goods not available in Canada, goods with a different trade-mark in Canada, or goods sold at prices other than those given.

In the second national weekly 22 advertisements were unsuitable for Canadian selling; 7 were good.

Then there is the matter of price differential. It may result from higher production costs in Canada, tariff, or

From Frozen Foods



To Fire Extinguishers



OXFORD PAPERS

HELP BUILD SALES

WHATEVER YOUR concern with printed selling aids—whatever the product, from foods to protective equipment—you can count on Oxford Papers to add increased effectiveness to labels, package wraps, instruction manuals, brochures and other printed items. For our mills have specialized for fifty years in papers designed specifically for the needs of users and producers of fine printing.

The practical result of this specialization has been the progressive development of a range of coated and uncoated grades that contribute to better results in offset, lithography, letterpress and rotogravure printing. In short, the Oxford label means you're sure of the right choice for the job.



Your Oxford Paper Merchant Is a Good Man to Know

There's an Oxford Paper Merchant conveniently near you. He's not only a prompt source of supply, but he's ready and able to give worth-while help with your paper and printing problems. Get in touch with him today for a copy of the helpful Oxford Paper Selector Chart—or write direct to us.

OXFORD PAPER COMPANY

230 Park Avenue, New York 17, N. Y.

OXFORD MIAMI PAPER COMPANY

35 East Wacker Drive, Chicago 1, Ill.

MILLS AT RUMFORD, MAINE AND WEST CARROLLTON, OHIO

Nation-wide Service Through Oxford Paper Merchants

Albany, N. Y.	W. H. Smith Paper Corp.
Atlanta, Ga.	Wyant & Sons Paper Co.
Augusta, Maine	Carter, Rice & Co. Corp.
Baltimore, Md.	The Mudge Paper Co.
Bethlehem, Pa.	Wilcox-Walter-Furlong Paper Co.
Boise, Idaho	Blake, Moffitt & Towne
Boston, Mass.	Carter, Rice & Co. Corp.
Buffalo, N. Y.	Franklin-Cowan Paper Co.
Charlotte, N. C.	Caskie Paper Co., Inc.
Chattanooga, Tenn.	The Charlotte Paper Co.
Chicago, Ill.	Bond-Sanders Paper Co.
	Birmingham & Prosser Co.
	Bradner, Smith & Co.
	The Whitaker Paper Co.
Cincinnati, Ohio	The Johnston Paper Co.
	The Whitaker Paper Co.
	The Cleveland Paper Co.
Cleveland, Ohio	Scioto Paper Co.
Columbus, Ohio	Cincinnati Cordage Co.
Dayton, Ohio	The Whitaker Paper Co.
Des Moines, Iowa	Birmingham & Prosser Co.
Detroit, Mich.	Chope Stevens Paper Co.
Fresno, Calif.	Blake, Moffitt & Towne
Hartford, Conn.	Green & Low Paper Co., Inc.
Indianapolis, Ind.	MacCollum Paper Co.
Jacksonville, Fla.	Jacksonville Paper Co.
Kalamazoo, Mich.	Birmingham & Prosser Co.
Kansas City, Mo.	Birmingham & Prosser Co.
Knoxville, Tenn.	Louisville Paper Co.
Lincoln, Neb.	Western Newspaper Union
Little Rock, Ark.	Roach Paper Co.
Long Beach, Calif.	Blake, Moffitt & Towne
Los Angeles, Calif.	Blake, Moffitt & Towne
Louisville, Ky.	Louisville Paper Co.
Lynchburg, Va.	Caskie Paper Co., Inc.
Manchester, N. H.	C. H. Robinson Co.
Memphis, Tenn.	Louisville Paper Co.
Miami, Fla.	Everglades Paper Co.
Milwaukee, Wis.	Allman-Christiansen Paper Co.
	Sensenbrenner Paper Co.
Minneapolis, Minn.	Wilcox-Mosher-Leffholm Co.
Nashville, Tenn.	Bond-Sanders Paper Co.
Newark, N. J.	Bulkley, Dunton & Co., Inc.
New Haven, Conn.	Bulkley, Dunton & Co., Inc.
New York, N. Y.	Baldwin Paper Co., Inc.
	Bulkley, Dunton & Co., Inc.
	Green & Low Paper Co., Inc.
	Miller & Wright Paper Co.
	The Whitaker Paper Co.
Oakland, Calif.	Blake, Moffitt & Towne
Omaha, Neb.	Western Paper Co.
Philadelphia, Pa.	Atlantic Paper Co.
	Wilcox-Walter-Furlong Paper Co.
Phoenix, Ariz.	Blake, Moffitt & Towne
Pittsburgh, Pa.	General Paper Corp.
Portland, Maine	C. H. Robinson Co.
Portland, Ore.	Blake, Moffitt & Towne
Providence, R. I.	Carter, Rice & Co. Corp.
Richmond, Va.	Cauthorne Paper Co.
Rochester, N. Y.	Genesee Valley Paper Co.
Sacramento, Calif.	Blake, Moffitt & Towne
St. Louis, Mo.	Shaughnessy-Kniep-Hawe Paper Co.
	Tobey Fine Papers, Inc.
St. Paul, Minn.	Inter-City Paper Co.
San Bernardino, Calif.	Blake, Moffitt & Towne
Salt Lake City, Utah	Western Newspaper Union
San Diego, Calif.	Blake, Moffitt & Towne
San Francisco, Calif.	Blake, Moffitt & Towne
San Jose, Calif.	Blake, Moffitt & Towne
Seattle, Wash.	Blake, Moffitt & Towne
Sioux City, Iowa	Western Newspaper Union
Spokane, Wash.	Blake, Moffitt & Towne
Springfield, Mass.	Bulkley, Dunton & Co., Inc.
	(Div. of Carter, Rice & Co. Corp.)
	Mill Brand Papers, Inc.
Stockton, Calif.	Blake, Moffitt & Towne
Tacoma, Wash.	Blake, Moffitt & Towne
Tampa, Fla.	Tampa Paper Co.
Toledo, Ohio	Paper Merchants, Inc.
Tucson, Ariz.	Blake, Moffitt & Towne
Washington, D. C.	The Mudge Paper Co.
Worcester, Mass.	C. A. Esty Paper Co.
	(Div. of Carter, Rice & Co. Corp.)

other causes. Many firms try to capture extra benefit out of their advertising in American magazines by putting a small line of type below the price which reads: "Prices slightly higher in Canada." This is irritating to the Canadian housewife. Some border radio stations in the United States—Buffalo and Detroit, for example—have a wide listening audience in Canada, just as Canadian border stations have an audience south of the border. Here again there are possibilities of a kickback on the commercial if it is not well handled.

One large soap company recently

announced a contest over an American network—thousands of dollars in prizes. The announcement ended: "Entries will be accepted only from the United States and Alaska." Many Canadians heard the announcement. On numbers of network programs piped into Canada, the American commercial is cut off and a specially written Canadian commercial is substituted. This works well enough if the Canadian listener happens to be tuned to a Canadian station rather than to the nearest American station (and if the program is not so American in its jokes, commentaries, politi-

cal references, etc., that it loses the interest of the Canadian radio listener). Canadians like Americans but they are lukewarm about Americanism. A Toronto movie house had to withdraw a recent Hollywood short because too many people wrote letters to the papers, protesting that it was an emphatic presentation of "the American way."

Most of these difficulties are overcome when the American company builds up a Canadian sales organization, with Canadian know-how, and merchandises to the Canadian public by Canadian methods, using Canadian salesmen, Canadian media and, above all, themes which appeal to Canadians.

An American schoolboy recently described Canadians as a "fierce, warlike people somewhat like savages." A more accurate description would be that given by W. Arthur Irwin, editor of *Maclean's Magazine* at the last NIAA convention in Buffalo. He called the Canadian "the northern north American and being the 'northern' north American, the Canadian has not escaped the influence of climate and terrain on his character and his way of life."

Influence of History

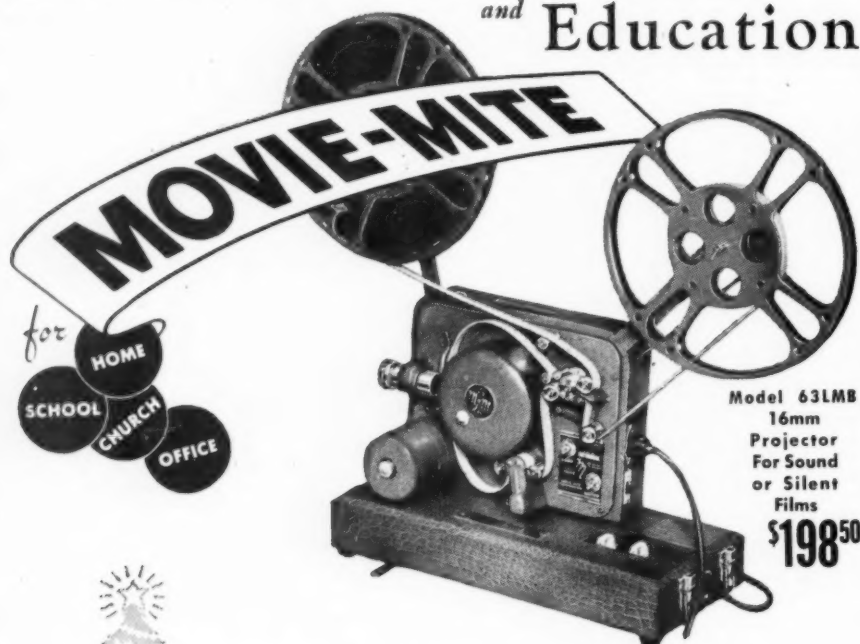
That is the Canadian as influenced by his geography. The Canadian is influenced too by history. He has a lot of history behind him, including an abundance of business history. The oldest chain store in the world today, Hudson's Bay Co., was founded in Canada in 1682. The great Cunard-White Star Line started in Canada. The Canadian Pacific Railway is unique as a world-girdling travel system. The Massey-Harris Co. has been a world leader in farm implements for a century.

A Canadian professor of history in a recent scholarly paper said:

"Since 1867 the lively and persuasive influences of the United States in every sphere, directed by the American genius for advertising and salesmanship, have made Canadians cherish the bonds with Britain as a counter-weight to undue pressure from the south; they have regarded the Imperial nexus as a material and psychological anchor to protect the country from being carried too hurriedly on the currents of American influence."

Thus, editor and historian support the thesis which is part of the uncoded experience of every successful American merchandiser in Canada: If you want to sell to the Canadian, deal with him as a Canadian, and not just as another American.

Give Endless Entertainment and Education



MOVIE-MITE . . . the FIRST precision-built, extra light weight, compact 16mm projector . . . gives you ALL the advantages of finest 16mm projection (silent or sound) at low cost.

For a gift that can delight your entire family . . . and friends . . . the year around . . . MOVIE-MITE is ideal.

MOVIE-MITE . . . complete with speaker, weighs only 26 lbs. Universal 25-60 cycle A.C. or D.C., 105-120 volt operation.

Write for details. See your dealer for demonstration.



MOVIE-MITE CORPORATION

1105 E. Truman Blvd.

Kansas City 6, Mo.

Readers' Service Can Furnish These Reprints

Please send remittance with order to
Readers' Service Bureau, SALES MANAGE-
MENT, 386 Fourth Ave., New York 16,
N. Y. These reprints may be ordered by
number.

NEW REPRINTS

200—No More Company-Owned Cars
For Sterling's 600 Salesmen, by A. B.
Ecke. (Price 10c)

199—Ten Lessons in Speech Training
For Executives and Salesmen, by James F.
Bender. (Price 35c)

198—Sales Force Teamwork: How Can
You Inspire It? by Eugene B. Mapel.
(Price 5c)

MANPOWER PROBLEMS

197—Death of Many Salesmen by
James S. Arnold. (Price 10c)

196—The Shortage of Key Men: What
Can We Do About It? by Marvin Bower.
(Price 25c)

193—Can We Save the Salesman Who
Thinks He's Down and Out? by Harry
G. Swift. (Price 10c)

189—Hunch & Prejudice in Hiring:
The Crux of Manpower Failures, by
Robert N. McMurtry. (Price 10c)

188—Ten Essentials for Sound Sales
Training, by Sidney Carter. (Price 25c)

186—Twenty Traits That Make Star
Salesmen, by Jack Lacy. (Price 5c)

184—How to Compute Salesmen's Auto
Allowances, by R. E. Runzheimer. (Price
25c)

181—Leadership: What Makes It? by
Dr. James F. Bender. (Price 25c)

175—Unionization of Salesmen: What
conditions breed it? What happens after
it's a reality? (Price 75c)

172—Are Your Salesmen Equipped to
Prove Quality? by Burton Bigelow.
(Price 10c)

MARKETS

192—ABC's of Market Indexes and
How to Apply Them to Sales Problems,
by Richard D. Crisp. (Price 35c)

180—Who's Who of Department Stores
in New York Buying Groups. (Price 25c)

156—Sales and Advertising Experts
Pick the Best Test Markets of the Coun-
try in Three Population Groups. (Price
25c)

152—Where to Look for Big Buyers in
Chicago. (Includes a tabulation of Chi-
cago buying offices.) (Price 10c)

142A—Los Angeles Now Rates as Ma-
jor Buying Center. (Includes tabulation
of Los Angeles buying offices.) (Price
10c)

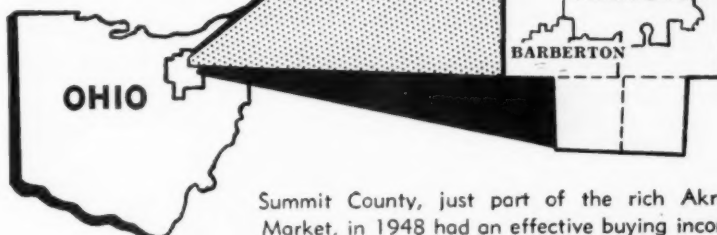
REFERENCE TOOLS

177—A Current List of Selected In-
formation Sources. (Compiled under the
direction of Peter B. B. Andrews.) (Price
25c)

144—A Current Reading List for Sales
Executives and Salesmen. (Price 35c)

117—A Selected Reading List for Pro-
fessional Salesmen, by Dr. James F.
Bender. (Price 5c)

Sell AKRON from the INSIDE OUT



Summit County, just part of the rich Akron
Market, in 1948 had an effective buying income
of \$689,132,000.00. While other cities are
adjacent to Akron and Summit County, only the Beacon Journal has
sufficient coverage to influence buying. For example check the following.

facts about Summit County newspaper coverage

Coverage figured on 1949 estimated number of
Summit County families (120,000)

AKRON BEACON JOURNAL

Daily Circulation	120,196
Daily Coverage	99.99%
Sunday Circulation	111,617
Sunday Coverage	93.6%

CLEVELAND PLAIN DEALER

Daily Circulation	13,625
Daily Coverage	11.3%
Sunday Circulation	10,720
Sunday Coverage	8.9%

CLEVELAND PRESS

Daily Circulation	587
Daily Coverage	0.5%

CLEVELAND NEWS

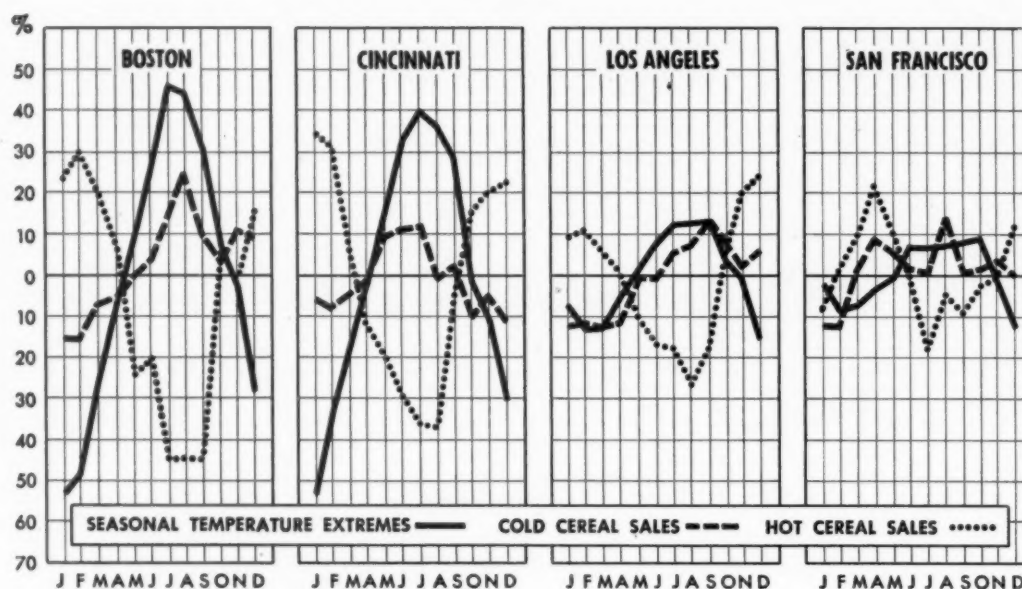
Daily Circulation	523
Daily Coverage	0.5%

AKRON BEACON JOURNAL

JOHN S. KNIGHT, PUBLISHER

REPRESENTED NATIONALLY BY: STORY, BROOKS & FINLEY

SEASONAL TEMPERATURE EXTREMES COMPARED TO CEREAL SALES 1948



Source: Los Angeles Newspaper Publishers Association, 1949.

THINGS ARE DIFFERENT IN L. A. & S. F.: These four charts correlate monthly sales of hot and cold cereals to monthly temperature changes in Los Angeles and San Francisco, and in two other of the nine survey cities. Annual mean temperatures are graphed in terms of percent above or below annual mean temperature. The relation of sales to temperature is apparent.

What it all means: In L. A. and S. F., where temperature variations are mild, there are correspondingly no sharp seasonal extremes in the sales of cereals. There is even less seasonal variation when breakfast-time hours alone are considered. Few mornings, say the sponsors of this study, are "too warm" to enjoy a hot breakfast; not many are "too cold" for the ready-to-eat cereals.

Are Cereals Under-Advertising In Los Angeles and San Francisco?

BY JAMES H. COLLINS

A revealing analysis of the relation between weather and hot and cold cereal sales in nine cities shows a significant difference between California's two major markets and seven cities in other parts of the country. The research findings highlight the fact that "all markets are local."

Markets are thought of largely in national terms. The whole country eats eggs, wears men's shirts, but there are often local conditions that affect sales. Most cities like white

eggs. Boston likes brown eggs. In the East men like one pocket in a shirt. In the West they like two pockets.

These local peculiarities are now being searched out by groups of news-

papers, taking continuous inventories of merchandise stocks in representative retail stores, to see what is or is not selling. Surprisingly useful information is being developed for manufacturers to study and act upon. The general purpose is to stimulate more local advertising and point-of-sale work where facts justify it.

In Los Angeles, such a group* has put the thermometer on the market.

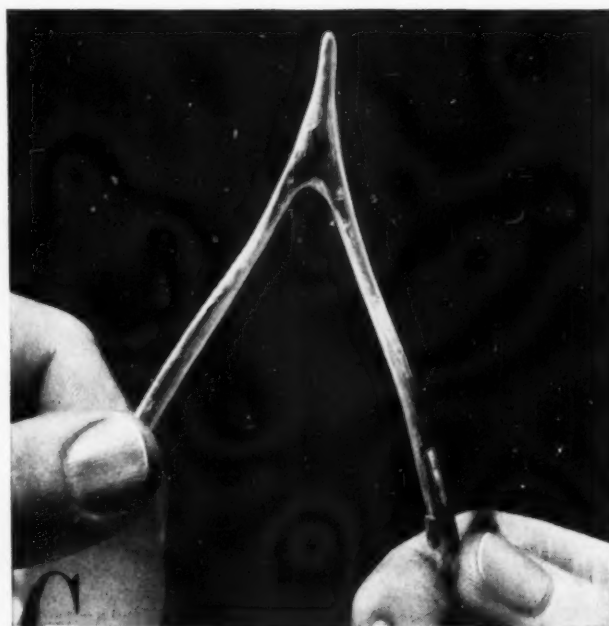
* Los Angeles Monthly Grocery Inventory, Los Angeles Newspaper Publishers Association Research Foundation (*Daily News, Examiner, Herald-Express, Times*).



ALL THE HORSESHOES in Santa Anita won't guarantee good luck to a Coast campaign based upon a "plus market" that actually doesn't exist. So be sure to keep an eye on the superstition that only *one* network reaches most of the Coast towns outside the big cities.



BASE YOUR BUY ON BMB and you won't need a rabbit's foot to bring you extra value in Pacific Coast radio. BMB shows that ABC delivers 96.7% coverage of the entire Coast...big markets and small, from little Lemon-cove in the Sequoia's shadow to bustling Long Beach.



CHECK UP WITH AN ABC representative if you want to "get lucky" in Coast radio. You'll learn that 22 stations on ABC's Coast network are strategically located to cover not *only* smaller towns outside metropolitan centers, but the big buying, big city audiences, too.

On the coast you can't get away from ABC

FOR COVERAGE... ABC's booming Pacific network delivers 228,000 watts of power—44,500 more than the second-place network. This power spells coverage—ABC primary service area (BMB 50% or better) covers 96.7% of *all* Pacific Coast radio homes.

FOR COST... a half hour on ABC's full 22-station Pacific network costs only \$1,228.50. Yet you can buy as few as 5 stations for testing or concentration. And ABC is famous for the kind of audience-building promotion that helps slice the cost-per-listener.

**Whether you're on a coast network
or intend to be—talk to ABC**

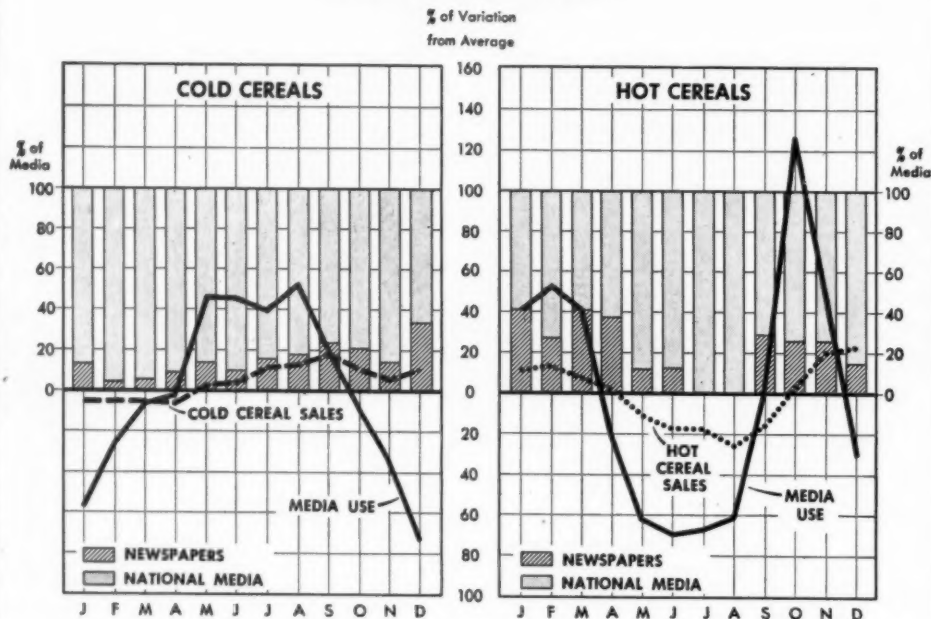
ABC PACIFIC NETWORK

NEW YORK: 30 Rockefeller Plaza • Circle 7-5700—DETROIT: 1700 Stroh Building • CHERRY 8321—CHICAGO: 20 N. Wacker Drive
DELAWARE 1900—LOS ANGELES: ABC Television Center • NORMANDY 3-3311—SAN FRANCISCO: 155 Montgomery St. • EXbrook 2-6544

DECEMBER 15, 1949

105

CEREALS SALES AND MEDIA USE LOS ANGELES-1948



POORLY PLANNED ADVERTISING? Cereal business is strictly local, but these charts show clearly that media use in Los Angeles has followed the national pattern, in which promotion of cold cereals is throttled down in the winter, and hot cereals, in the summer. As shown by the background bars, local advertising use on the part of hot cereal manufacturers was practically nonexistent during July and August, yet the extent of sales decline was only about 22% as compared with sales

drops ranging up to 50.3% in the East and Middle West. Says the report: "Favorable shopping and consumer weather plus retail store advertising account for continuing sales maintenance." On cold cereals, although over-all media expenditure dropped from September to December, proportionate use of newspaper space rose with a corresponding increase in sales, holding cold cereals above average during this season generally accepted as "off" for this classification.

and has published tables that have importance for breakfast cereal manufacturers and their advertising people and, by implication, for producers in many other fields.

It appears that two cities in the United States have breakfast weather which differs from that of other American cities, and that the national pattern of cold cereals in hot weather and hot cereals in cold weather does not fit the Los Angeles area nor the San Francisco area.

The facts brought out by this kind of measuring are striking. The method will be followed up with other grocery products such as coffee, canned milk, food beverages, flour.

The weather studied was for the year 1948. The U. S. Weather Bureau furnished reports for nine cities: Boston, Cincinnati, Los Angeles, New York, St. Louis, San Francisco, Toledo, Washington, Winston-Salem. Uncle Sam's meteorologists were en-

thusiastic about this special study because they welcome opportunities to supply data for sales and other business purposes.

Here is how the study was conducted: Monthly as well as annual mean temperatures were graphed. The annual mean temperature for each city was used as a base (zero) and the monthly variations above or below were expressed in percentages, not temperature degrees. Weather was studied in relation to the following topics:

Breakfast Weather: In the seven cities with what might be called the national pattern, the variations from the mean ran less than 50% below to 50% above. In detail, the weather tables show that in those cities it is hot in summer and cold in winter.

The Los Angeles variations, however, were from around 12% below to 12% above the mean, and San

Francisco showed practically the same pattern.

By the thermometer, Los Angeles weather between 6 and 8 A.M. ranged between 54 and 63 degrees throughout the year. Summer breakfast temperatures average only a few degrees above those in January, and the months of July and August are not the hottest in Los Angeles. September brings the "dog days" there, with average mealtime temperatures 30 to 35 degrees below peak heat, which usually comes in midday from 12 to 1 o'clock.

Cereal Sales, Hot and Cold: In all cities surveyed, cereal sales tend to follow the thermometer rather closely. Where there are extremes of heat and cold, the cold-hot, hot-cold pattern prevails. It is a trustworthy national guide to cereal advertising, hot breakfast foods being pushed during winter and ready-to-serve during

Only one gets **THIS** invitation!

PLENTY of magazines go into homes. Many can talk big circulations. Most have bar charts on reader incomes and habits.

But of all magazines in the three-million-up class, only one is invited into homes *as a buying aid*.

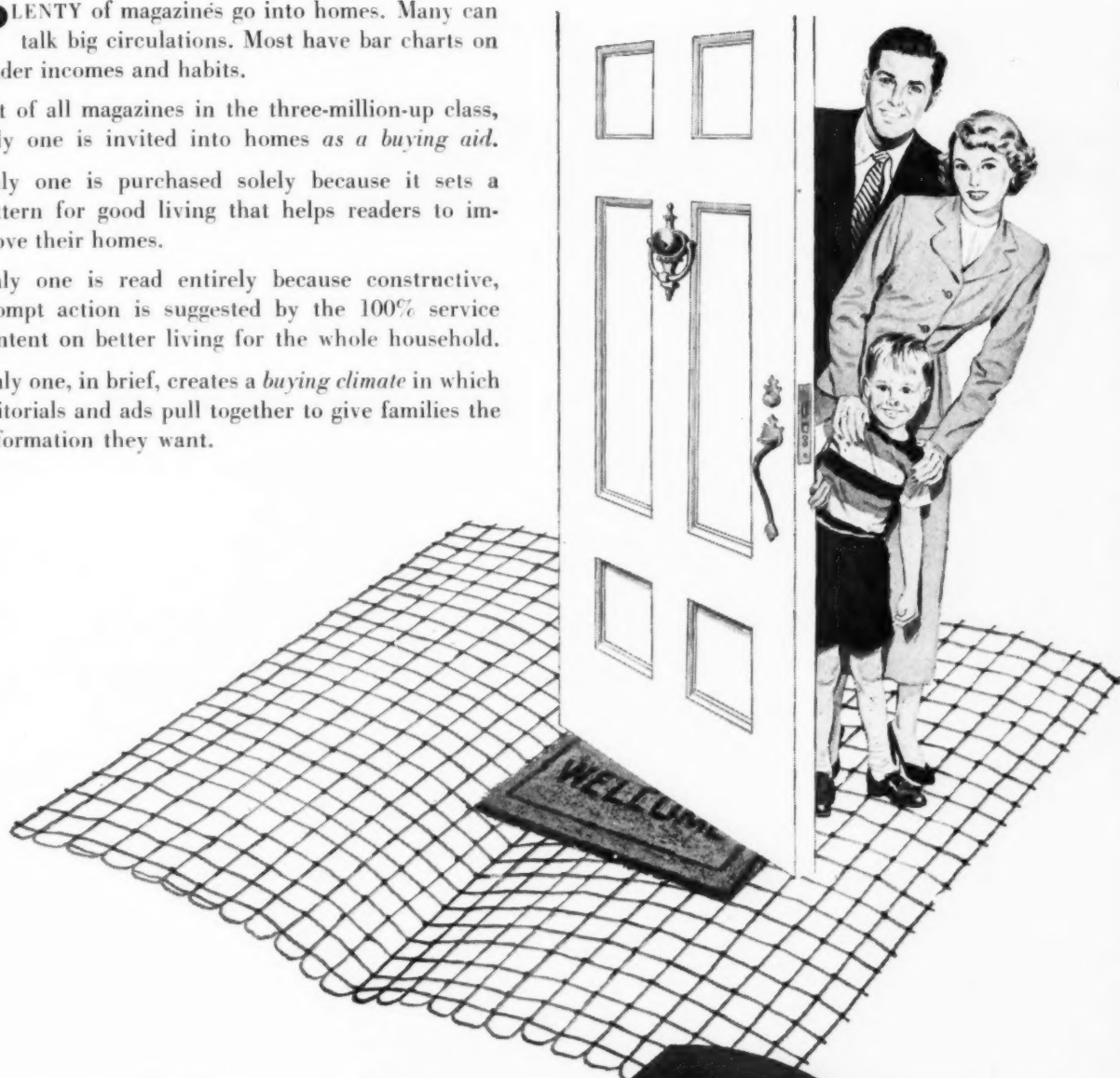
Only one is purchased solely because it sets a pattern for good living that helps readers to improve their homes.

Only one is read entirely because constructive, prompt action is suggested by the 100% service content on better living for the whole household.

Only one, in brief, creates a *buying climate* in which editorials and ads pull together to give families the information they want.

That's why this one magazine, Better Homes & Gardens, is today "America's 1st Point of Sale." Why it gets a big hand every month from husbands and wives in more than 3,000,000 above-average homes. Why it sells everything from tooth paste to television sets, from refrigerators to rugs.

If you'd like to find out what this buying aid could do for your product, make a date to see a Better Homes & Gardens representative.



America's **1ST** Point of Sale,

A SCREENED MARKET OF MORE THAN 3,000,000 BETTER HOMES



summer, with a midsummer suspension of advertising, on the assumption that families are vacationing and that their food purchases are thereby affected.

However, in Los Angeles and San Francisco sales of both hot and cold cereals show little variation throughout the year. Stocks in grocery stores show that both sell during all months and that there is little reason for eating one in preference to the other. Few mornings are too warm to enjoy a hot breakfast, and not many mornings are too cold for ready-to-eat cereal foods.

Cereal Advertising: Charting monthly sales of hot and cold cereals to the monthly media expenditure for those foods in Los Angeles during 1948, it was found that the promotion followed the national pattern. The yardstick was percentage of variation from average in both local newspapers and national media, and the charts showed some interesting antics.

During July and August, the hot months when hot cereal advertising was practically non-existent, and when sales were down as much as

50% in other cities of the United States, apart from the Pacific Coast, the consumption of hot cereals held up in Los Angeles, with only a 22% drop.

Even more interesting were the reports on cold cereals. The advertising lag on those products came between September and December, but Los Angeles cold cereal sales were above the average. Both hot and cold cereals sold more evenly than in cities with wider weather fluctuations.

Los Angeles cereal sales hold up even when cereal advertising lags in conformity to the national pattern, partly on momentum, partly on the support of dealers who continue to stock and display both products.

Moral: Cereal manufacturers who continue their advertising through the months when it is suspended elsewhere, in accordance with the national pattern, could pick up some profitable business in Los Angeles.

Dinner Weather: Year 'round temperatures in this area from 6 to 8 P.M. rarely, if ever, drop to 50 degrees and rarely touch 70. They average 60, plus or minus 5 to 8 degrees. So it is rarely that the thermometer figures in menu planning. It is seldom too hot for warm food or too cold for cold dishes.

It is expected that comparison of inventories with weather in sales of other foods will show the same opportunities to disregard the national advertising pattern in this city, and to maintain good point-of-sale promotion during the seasons when sales lag elsewhere.

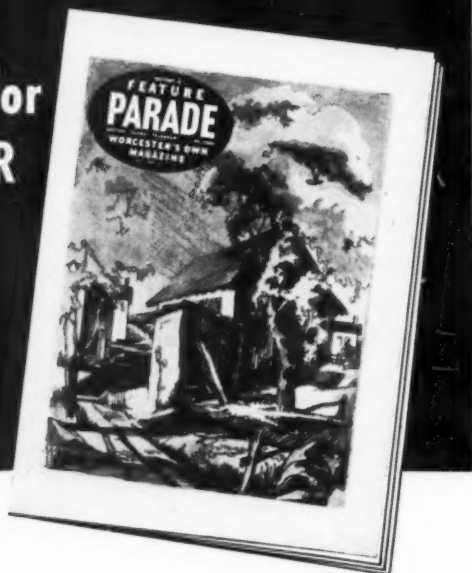
Shopping Weather: Figuring that breakfast and dinner are the important meals of the day, for which planning and shopping are necessary, the survey went into weather as it affects shopping. When people buy as well as when they eat is a big factor in food sales: Climate in relation to both is considered the greatest single influence.

Los Angeles weather is such that people shop for groceries practically any time. There are few days during the year, or even hours during the day, when it is too wet, too hot, or too cold to shop. The thermometer

Worcester's Wondrous Twins: High Buying Power and Intensive Newspaper Coverage

"Local Color"

Increases
Readership for
**WORCESTER
FEATURE
PARADE**



Over 100,000 Central New England families have a natural and keen interest in Feature Parade, the magazine section of the Worcester Sunday Telegram. Stories, articles, pictures and illustrations all of local interest are the work of many local writers and artists. Recent articles on the economic and cultural aspects of Worcester County towns are typical examples.

This local interest is extended to your product when advertised in the Feature Parade. Circulation over 100,000.

The TELEGRAM-GAZETTE
WORCESTER, MASSACHUSETTS

GEORGE F. BOOTH Publisher

MOLONEY, REGAN & SCHMITT, INC., NATIONAL REPRESENTATIVES

OWNERS of RADIO STATION WTAG

"Northern California Representation"

A well known financially responsible manufacturer of leather belting, established in 1860; also jobber of nationally known mechanical rubber products, with aggressive sales force covering Northern California, Southern Oregon and Nevada. Interested in additional lines that can be sold to industrial plants and contractors. Only lines of merit, produced by established manufacturers considered. Principal only. H. N. Cook Belting Co., 401 Howard Street, San Francisco 5, California.

SALES MANAGEMENT

demonstrates that fact in the mean annual and monthly temperatures, and rainfall figures support it. Climate has long been something this area sells, and it governs their lives in such respects.

Los Angeles has a grocery shopping pattern all its own. A city on wheels, with 88% family car ownership, it generally drives. Parking facilities for a food market run roughly half the store area. Self-service stores now make up 95% of the retail food outlets, and family cars put the business on a cash-and-carry basis. Since Pearl Harbor, delivery service has become exceptional, almost something for the sick or aged. Twenty-four hour, seven-day food markets are numerous. There is always some store open, any time. Thus food shopping is widely spread over the day and the week.

Increase Sales

Shopping by auto increases the size of the market basket. The housewife does not have to consider weight. It also favors impulse buying, for which the large proportion of self-service stores work most diligently, with related displays and point-of-sale material furnished by manufacturers. Per capita food spending in the Los Angeles area now runs to \$317 yearly. For the statistical family, that works out at about \$4 a day.

There is a large amount of shopping done by men. Mrs. Housewife may, traditionally be the person who decides menus, but Mr. Breadwinner is likely to be her purchasing agent part of the time. He drives the car home from the office. Store hours facilitate his stopping on the way to purchase the groceries. It therefore is good promotion to talk to him in food advertising, even if over his wife's shoulder.

Data for this survey in cities other than Los Angeles were taken from the monthly grocery inventory reports of *The Boston Herald & Traveler*, *The Cincinnati Post*, *The Gary (Ind.) Post-Tribune*, *The Indianapolis News*, *New York World-Telegram*, *St. Louis Globe-Democrat*, *San Francisco Examiner*, *Toledo Blade*, *Washington (D.C.) Times-Herald*, and *Winston-Salem Journal* and *Twin City Sentinel*.

PLANNED YOUR CONVENTION YET?

HOTEL del CORONADO, Coronado Beach, Calif. (across bay from San Diego) offers ideal resort hotel convention facilities for groups to 1200. Ocean front, marvelous food, spacious theatre, meeting, conference, assembly rooms. Banquet and ball room for 1500. All sports on grounds. Tijuana, Mexico. only 15 minutes. Races, Jai Alai. Write for Folder C. Harry S. Ward, Managing Director.

Prominent Users of Strathmore Letterhead Papers: No. 85 of a Series



"Signing the Declaration of Independence." In this same room the Insurance Company of North America was founded in 1792. Benjamin Rush, great-grandson of a signer of the Declaration, was president of the North America for many years.

Tradition expressed through STRATHMORE

The Insurance Company of North America, first capital stock fire and marine insurance company founded in this country, started in December, 1792, by underwriting vessels and cargoes leaving Philadelphia. Today North America writes practically all types of insurance except life... has operated during the administration of every president of the United States.

Obviously a company so rich in tradition requires a quality letterhead. Accordingly, North America Companies, which consists of the Insurance Company of North America and its affiliates, uses a Strathmore letterhead paper.

If your present letterhead does not fully express the prestige of your firm, ask your supplier to submit new designs on Strathmore papers.

Strathmore Letterhead Papers: Strathmore Parchment, Strathmore Script, Thistlemark Bond, Alexandra Brilliant, Bay Path Bond, Strathmore Writing, Strathmore Bond.

STRATHMORE

MAKERS
OF FINE
PAPERS

Strathmore Paper Company, West Springfield, Massachusetts

CAMPAIGNS AND MARKETING

"Hot Soup" Campaign

In a concerted drive to make this a record soup-selling season, the Campbell Soup Co. has launched an eight-week advertising and merchandising campaign. Via radio, magazines and point-of-sale, Campbell is telling women throughout the country to "Give Them Good Hot Soup."

The company points out that there has been a progressive and consistent increase in consumer purchases of Campbell's Soups throughout the postwar period. Also, more soups are served by more families in December and January than at any other time of the year.

All 21 kinds of Campbell's Soups are being promoted during the greatly concentrated campaign. Campbell is using all three of its network radio programs to sell soup. Grocers will be abundantly supplied with store display material.

A special "Good Hot Soup" theme song written and recorded for radio use, has been distributed to the trade along with the broadside which announced the campaign. The song and its straight commercials are being heard on Dick Haymes' "Club 15" and "Edward R. Murrow With the News" over the Columbia Broadcast-

ing System, and on both halves of Walter O'Keefe's "Double or Nothing," a half-hour program on the National Broadcasting Company's network. All three programs are on the air Mondays through Fridays.

An innovation in the full-color store display material is three different window posters which can be used all at once or at separate times during the eight-week drive for "Good Hot Soup." In addition, grocers are being supplied with shelf talkers, case cards and newspaper electros.

Top circulation magazines featuring full-color pages for Campbell's Soups in December and January are: *The Saturday Evening Post*, *Life*, *Time*, *Good Housekeeping*, *Woman's Home Companion*, *Better Homes and Gardens*, *McCall's*, *Cosmopolitan*, *Ladies' Home Journal*, *Parents' Magazine*, and *The American Home*.

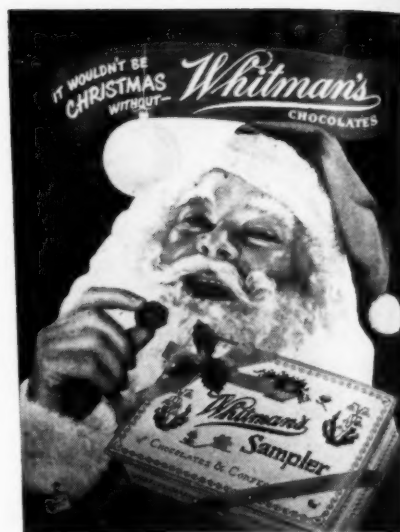
Puerto Rican Rum Sales Set for Holiday

A special "holiday push" advertising campaign to remind consumers of the traditional role of rum as a holiday beverage and of its versatility as a base for many favorite cold weather drinks has been launched by the Puerto Rican Rum Promotion. Featuring a long list of "Welcome Change" drink recipes, it is scheduled to run through the end of the year in leading newspapers across the country.

The newspaper advertising drive, combined with simultaneous campaigns in national magazines and liquor business publications, represents the 1949 home stretch of a program credited in part with having more than doubled the sales of Puerto Rican rum since the Puerto Rican Rum Promotion was started early this year.

The special "holiday push" campaign is aimed at increasing this gain still further by expanding pre-Christmas sales. Figures for the past years show that, normally, almost one-fifth of all rum sold during the year is purchased in the month of December alone.

The Puerto Rican Rum Promotion, designed to reverse a postwar recession in rum sales, represents a cooperative venture by the Puerto Rican insular government through its



SANTA samples "Sampler" in display designed for Stephen F. Whitman & Son, Inc., by Ward Wheelock Co., Philadelphia; made by Einson-Freeman Co., Inc.

Puerto Rico Industrial Development Co. and the rum industry. Tax revenues from rum account for an important share of the island's total income and on that count the government decided to allocate funds at the rate of \$1,500,000 a year to advertise and promote its sale. Name brand importers, cooperating through a Puerto Rican Rum Importers Advisory Committee, are spending an equal amount on separate advertising, promotion, manpower and merchandising campaigns.

Elements of the Christmas holiday drive—the first of its kind ever undertaken—include both paid advertising and publicity tie-ins. Holiday issues of national magazines being used with full pages in color include *Life*, *Look*, *Newsweek*, *Collier's*, *Time*, *Holiday*, *Cue*, *Cosmopolitan*, *The New Yorker*, and *Esquire*, which reach an estimated circulation of 32,000,000 people. Newspapers across the country are carrying large-space advertisements from November 15 through December 31. From October through December, 40 liquor business magazines will have been used. Paper bags designed as bottle containers and printed in red, green and white bear the Puerto Rican Rum logotype and six rum drink recipes. Two millions of these are being distributed to liquor stores by rum importers. A record, "Rum and Soda," by Noro Morales, has been distributed to disk jockeys and juke boxes in a tie-up with the Canada Dry club soda sales force.

On another front, the promotion has worked to educate the members of the liquor trade itself. Spokesmen for the promotion have successively and successfully appeared before con-

LIFE. Look. Newsweek.

Collier's. TIME. HOLIDAY.

CUE

*In COSMO, NEW YORKER,
and Esquire, too*



"NIGHT BEFORE Christmas" parody helps sell Puerto Rican Rum Promotion to wholesalers, retailers and tavern owners. Even the media rhyme in this unique government-industry sponsored campaign.

ventions of wholesalers, retail package store men and tavern owners to remind them that it is to their own best interests to help restore rum to its position as one of the country's most traditional drinks.

One example of this phase of the drive occurred at the Fall meeting of the National Retail Liquor Package Stores Association. I. M. Bomba, vice-president of Schieffelin & Co. and member of the Rum Importers Advisory Committee told the story of the Puerto Rican Rum Promotion in terms of what it can mean to the retailer in the form of "extra sales." He was followed by G. Kirby Culver of McCann-Erickson, Inc., advertising agency for the Puerto Rico Industrial Development Co., who gave the delegates, representing 50,000 stores across the country, an easel presentation of the advertising and promotion campaigns for the holiday period through the end of the year.

Mr. Bomba reviewed the situation which faced Puerto Rico when the wartime boom in rum sales ended as other alcoholic beverages became available. Through this promotion, the government is investing in a sustained advertising and public relations campaign.

"By creating a demand for Puerto Rican rums," Mr. Bomba said, "it is building up a field for extra sales which, in these days of a buyers' market, are becoming more and more the difference between profit and loss."

As part of the "quality story" of Puerto Rican rum the retailers can profitably pass on to their customers, Mr. Bomba pointed to the Island's Mature Spirit Act, which sets up rigid production standards and guar-



ERRANT ANGELS of RCA-Victor return to music shops across the country with cornucopia overflowing with 45 RPM records. Designed, lithographed, manufactured by the Einson-Freeman Co., Inc.

antees that no rums are shipped to mainland markets before they are thoroughly aged. He also pointed to Puerto Rico's officially sponsored scientific research program, underway for the past three years at the Agricultural Experiment Station, University of Puerto Rico, to study every possible means for further improvement in rum production techniques.

A table compiled by the National Association of Alcoholic Beverage Importers showing shipments of rum to the United States from Puerto Rico in proof gallons each year from 1937 to the present, indicates the downward curve that this promotion is beginning to reverse. From a pre-war low of 607,000 gallons in 1938 imports rose to an all-time high of 6,740,500 in 1944. With 1946 imports still above four and a half millions, just over 500,000 gallons were shipped in 1947.

This year, however, the new government sponsored promotion has begun to bootstrap the Island rum industry. Figures compiled by the Maritime Register, published by the Puerto Rico Chamber of Commerce, show shipments of Puerto Rican rum for the first 10 months of this year at 434,358 cases, against 210,733 cases shipped during the same period in 1948, and 151,668 cases in 1947. Since each additional case of rum sold on the mainland means approximately \$19 more in the Puerto Rican treasury, the increase means a high return on the insular government's investment.

Teamed with McCann-Erickson, Inc. in handling this government-industry sponsored campaign, Robbins, Barber & Baar, New York City, is counsel for all public relations.

Hooper*
Says:

**WSJS
STAYS
ON TOP!**

- Morning
- Afternoon
- Evening

***Hooper Station Listening Index**
Winston-Salem, N. C.
December, 1948

**No. 1 MARKET
IN THE
SOUTH'S No. 1 STATE**

- WINSTON-SALEM
- GREENSBORO
- HIGH POINT

WSJS
AM WINSTON-SALEM FM
THE JOURNAL-SENTINEL STATIONS

NBC
AFFILIATE
Represented by
HEADLEY-REED COMPANY



SHADOW BOX gives three dimensions to the cluster of "bronze" bells pealing Christmas cheer for F. and M. Schaefer Brewing Co., Brooklyn, New York City.

Media and Agency News

NEWSPAPERS

New evidence of the differences in the way people consume grocery and drugstore products in different parts of the United States has been announced by the Bureau of Advertising, American Newspaper Publishers Association, with the release of the first 10 of a continuing series of studies of "Regional Variations in the Home Purchases of Consumer Goods."

The new studies are being made available to advertisers and agencies through newspaper representatives and individual newspapers which are Bureau of Advertising members, rather than from the Bureau itself.

All of the new series of studies will be issued in the form of folders of four or more pages, incorporating maps and charts showing distribution of population, of the home consumption of the product in question, and of the purchase rate on a per family basis—all derived by the Bureau from data produced by Industrial Surveys Company's National Consumer Panel.

The initial 10-part release covers four products in the grocery field and six in the field of drugs and toilet goods. In the first category are cooking oils, margarine and pet food, with a related study on dog ownership. In the second are alkalizers, dentrifices, facial tissues, hair preparations, laxatives and shampoos.

"Throughout all these data, it becomes increasingly clear," the Bureau declares in its announcement, "that while some regions may soar to the top of the United States as consumers of certain types of products, it almost invariably happens that the areas which rank low in the consumption of some products rank up toward the top in the consumption of others."

Cooking oils show one of the most vivid contrasts in regional consumption included among the 10 initial studies. The Pacific region, with almost exactly the same family population as the Southeast, consumed about five times as many pints as did the Southeast. The score: 23% of the United States total for the Pacific area vs. only 5% for the southeastern area.

In facial tissues, the opposite end of the country proved the leader, with the Northeast (New England

plus upstate New York) pacing the nation's consumption at 24.9% of the national total.

The 1950 edition of *The New York Times Review and Forecast* will be published on Tuesday, January 3, as part of the regular issue of *The Times*. Last year's Annual Review—the largest editorial undertaking of its kind made by *The Times* since the war—carried the business, trade and financial advertising of 355 display advertisers. This year *The New York Times* also will publish on Wednesday, January 4, its second annual Review and Forecast of International Trade and Industry . . . Fifty years of progress in a free economy will be the theme of *The (New York) Sun's* 15th Annual Edition of "The Voice of Business," which will be published Monday, January 9 . . . *The Detroit News* will publish its Annual Financial Review and Business Forecast for 1950 on January 16.

MAGAZINES

A new national magazine to be called *Popular Gardening* will be published early next year, according



ESQUIRE, INC.: David A. Smart (left) resumes post as publisher of *Esquire* and appoints D. E. Provost advertising manager.

to Charles M. Winchester, Jr., just resigned from the Williams Press, Albany, N. Y., where he has been business manager of the magazine, *Flower Grower*, for 17 years.

The new magazine is scheduled for publication February 20. It will be issued bi-monthly through 1950 and monthly beginning January, 1951. A circulation of 300,000 is the goal.

"*Popular Gardening* has been designed to inspire amateur gardeners, and to instruct them with feature articles stemming from the experiences of men and women who make a hobby



APPOINTED: H. W. Post (right) manager of the New York City office, Advertising Department, The Curtis Publishing Co., and John Veckly (left) advertising and promotion manager, *The Saturday Evening Post*.

or profession of growing plants and flowers," says Mr. Winchester. "All phases of gardening will be covered. Articles will be timely and practical to make them of the greatest value to both beginning and experienced gardeners.

Editorial and advertising offices of *Popular Gardening* are located at 141 East 44 Street, New York City; executive offices, 90 State Street, Albany.

For his outstanding contribution to wild life conservation through his seven-point "Challenge to Sportsmen," Captain Eddie Rickenbacker, sportsman and president of Eastern Air Lines, Inc., was presented with the "1949 Conservation Award" of *Sports Afield*.

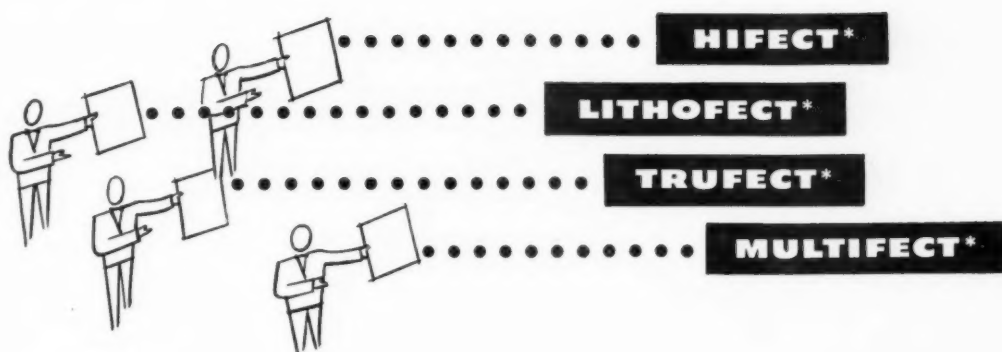
The presentation, consisting of an illuminated parchment scroll with citation and a Carver clock and barometer, was made on behalf of the magazine by General F. Traubee Davison, president of the American Museum of Natural History. The ceremony took place in the Museum on December 2.

David N. Laux, executive vice-president of *Sports Afield* opened the ceremony. Finale of the evening's events was provided by the premier showing of Eastern Air Lines' new technicolor sound motion picture featuring hunting and fishing. The film will be made available for showing at fishing and hunting clubs and at sportsmen's gatherings throughout the country.

The circulation base for advertising rates in *Better Homes and Gardens* will be increased from an average net paid of 3,100,000 to 3,400,000 with the September 1950 issue, and advertising rates will be adjusted in approximately the same proportion. . . . *Outdoor Life* announces a new circulation guarantee of 735,000 net paid beginning with the April 1950 issue. This is an increase of 60,000 over the present guarantee. New

Kimberly-Clark Announces

FOUR NEW LEVELCOAT* PAPERS



New HIFECT. Permanence, folding endurance and dimensional stability make Hifect ideal for covers or any fine letterpress printing.

New LITHOFACT. For finest offset printing, Lithofect provides a moisture- and -pick-resistant coating with a strong base sheet. Renders rich blacks and glossy color prints without loss of density.

New TRUFECT. Whiter, smoother, folds even better than before. New Trufect, for letterpress, offers faster setting, greater press dependability than ever before.

New MULTIFECT. An economy sheet for volume printing. Now, with the new LongLac fibers, Multifect has added strength, better foldability. Uniform, ream on ream.

all made with the new
LongLac sulphate fibers,
these papers look whiter,
feel smoother, are stronger,
and give you finer
printing at lower relative
cost than ever before!

Look at Levelcoat ^{NOW} for new values in printed advertising

KIMBERLY-CLARK CORPORATION, NEENAH, WISCONSIN



* T. M. REG. U. S. PAT. OFF.



E. D. BOYER, JR., has been appointed the Eastern advertising manager for *Progressive Architecture*, Reinhold Publishing Corp.

rates take effect with the August 1950 issue . . . For the first nine months of 1949, *Look* reports an increase in advertising revenue of 30.5%, or \$2,496,715.

COMICS

Marking the 10th consecutive year in which it has surpassed previous advertising sales records, *Puck*—*The Comic Weekly* held its Fourth Annual Sales Convention at The Warwick, New York City, November 14-16.

Robert P. Davidson, general manager, sounded the keynote of the convention when he stated that "1950 will provide neither a buyers' market nor a sellers' market, but will be characterized, rather, as a salesmen's year." Mr. Davidson reviewed the accomplishments in 1949, the largest year in *Puck's* history, during which more lines of advertising were placed, more dollar volume obtained, and more products in greater variety were advertised than ever before. He also "set the sights" for the *Puck* sales staff for the coming year.

The round-table forum on "Our Changing World of Communications" included talks by Professor Charles A. Siepmann, chairman of the Department of Communications, New York University; Professor Floyd Taylor, director of the American Press Institute, Columbia University; Professor Paul E. Lazarsfeld, associate director of the Bureau of Applied Social Research, Columbia University; Professor Harvey Zorbaugh, chairman of the Department of Educational Sociology, New York University.

In his summation of the forum discussions, Professor Siepmann suggested that the *Puck* forum on communications was an indication of the "coming of age of the comics, in terms of the reach and the influence they have achieved." He pointed out that the fact that they have attained

their majority puts a new responsibility on comics and the men who create and distribute them.

RADIO

The first of a new series of Broadcast Advertising Bureau sales aids has been received by station members of the National Association of Broadcasters. Known as BAB Retail Information folders, the service consists of a series of file folders, each containing descriptive material on a different retail business. Contents feature detailed analysis of the operation, economics, merchandising and advertising problems.

The Bureau has announced that the series of folders will be published monthly for an indefinite period and will cover a wide range of retail lines. The first two folders in the series—on furniture and on the jewelry business—will be followed early in 1950 by folders on laundry and dry cleaning and on banks.

The service is designed to bring retail salesmen at the local level up to date on developments in each of the retail businesses he serves. Each release will consist of two editions, one prepared especially for radio salesmen and another for television use.

Walter Scott, a member of NBC Sales Department for the past 11 years, is appointed Eastern sales manager.

Young & Rubicam, Inc., has subscribed to A. C. Nielsen Company's NRI (Nielsen Radio Index) Class "A" Service.

New accounts and renewals totaling \$3,800,000 are being added to the sponsored schedule of the Mutual Broadcasting System. This amount represents three hours of programs a week and two hours and 45 minutes of renewed weekly schedules by the present sponsors.

Two of the sponsors, The American Federation of Labor, coming to Mutual for the first time, and Miles Laboratories, Inc., now in its fifth year with Mutual, will have radio expenditures in excess of a million dollars each during 1950.

TELEVISION

The Du Mont Television Network is now providing two hours of afternoon programming to its 50 affiliates in all sections of the country.

Commencing Monday, December 5, the network began moving a "live" program each afternoon—Mondays through Fridays from 2:30 to 4:30—over A. T. & T.'s coaxial cable. Further, Du Mont's teletranscription department is now recording each day's program and making it available to non-interconnected stations.

The programs are constructed so as to provide for nine or ten spots every hour which affiliates can sell to local sponsors at full card rate, thus realizing a substantial profit on the Du Mont service, according to Commander Mortimer W. Loewi, network director.

"This project," he stated, "will certainly destroy, once and for all, the idea that television is a 'blue-chips' operation, reserved exclusively for the 10 or 12 wealthiest advertisers in the



SALUTED . . . On its 35th anniversary the Audit Bureau of Circulations received tribute from more than 1,300 advertising and publishing leaders at the Waldorf-Astoria, New York City, this month. Shown here are (left to right) Walter M. Dear, publisher of the *Jersey Journal*; W. F. Schmick, executive vice-president of the *Sun Papers*, Baltimore; J. Noel Macy, *Westchester County Publishers*, Inc.



FROM WHISKEY TO WEINERS ...FROM CANDY TO CORSETS

Dissimilar as all get out—but informative, too. Because each of these 18 products illustrates one or more of the many functions top quality lithography performs so well in the packaging sphere. We're proud of the richness and fidelity of these lithographic impressions. We take pride in our association with these brand names.

Keep in mind, too, that we are well equipped to handle the creative part of your packaging or label requirements. If necessary, our Marketing Division will make a field study of your product (and its competition) at the retail level. Surveys of this sort have proved mighty helpful in the past. Either way, though, our skilled designers have what it takes to create an unusually effective package or label . . . or to modernize or improve your present one. We have done it for others—why not let us do it for you?

CONSOLIDATED Lithographing Corporation

1013 Grand Street, Brooklyn 6, N. Y. EVergreen 8-6700

country who for so long dominated radio. Through this new service, hundreds of small advertisers in every city with a transmitter will be able to take advantage of TV's peculiar selling ability and still stay within the most modest of budgets; this, because they will be able to purchase small segments of time at low, daytime rates.

"This is important today, because TV is much more than an advertising medium. It displays, it demonstrates, it merchandises, it sells."

The two hours being sent to the network stations mix entertainment and shopping information with action taking place in a mythical department store.

Strides made by the television industry during the third quarter of 1949 in pushing into new market areas and new homes in established TV markets is detailed in the third quarterly "Status of the Industry" Report just published by the Television Broadcasters Association, Inc.

Following are some of the salient features of the medium's growth as reported in the quarterly:

There are 91 TV stations now operating commercially in 54 United States cities with an additional two stations in two new cities due to start soon.

There are 21 cities interconnected by the Bell System TV network with five additional cities due for this service by the end of 1949.

Total Radio Manufacturers Association production of TV receivers

was 1,402,840, with a record high of 224,532 sets produced in the month of September alone.

Set ownership figures reached a total of 2,310,000 by September, an increase of some 300,000 over July. This compares with a figure of 540,000 sets in September, 1948.

As of January, 1949, some 42% of the Nation's families lived within a 40-mile TV service area and by January, 1950, this figure is expected to reach over 56%. Current estimates place 60,000,000 persons within TV service range.

Gross time sales for the four TV networks came to \$6,460,000 for the first nine months of 1949, while estimates for the same period for total TV time sales is set at some \$11,350,000.

The total number of advertisers using the television medium in September reached a new high of 1,891.

The 40-page Quarterly Report also contains many surveys analyzing today's large television audience, its composition, characteristics, activities, and program preferences. Other highlights in the report include a study of programming costs, business and advertising statistics, and success stories.

The report is available to non-association members at \$1.00 per copy: Television Broadcasters Association, Inc., 500 Fifth Avenue, New York 18, N. Y.

A rate increase, a new scale of frequency discounts and new time classifications for "live" or film spot announcements have been announced for WPIX, New York City, effective



ALLAN REAGAN is appointed general promotion manager of National Transitads, Inc.; headquarters, New York City and Chicago.

January 1. The new rate for a one-minute spot will be \$200 compared to the current charge of \$150. A 20-second announcement will cost \$150 compared to the current \$90. Commitments made for spot announcements prior to January 1 will be completed at current rates for 26 weeks.

Ellington & Co., Inc., has subscribed to A. C. Nielsen Company's New York Television Index Service.

AGENCIES

The Newell-Emmett Co., a partnership, will be dissolved as of December 31, 1949, and a corporation is now being formed to carry on the business. The incorporating stockholders are to be the present Newell-Emmett partners John P. Cunningham, George S. Fowler, William Reydel, Richard Strobbridge, Fred H. Walsh and also Earl H. Ellis, G. Everett Hoyt, and Robert R. Newell. The name of the new corporation will be Cunningham & Walsh, Inc.

Clarence D. Newell, who founded the Newell-Emmett Co. in 1919, and Clifford S. Walsh, an original associate, are retiring from business and will have no financial or other interest in the new firm. Thomas J. Maloney who merged his agency with Newell-Emmett Co. in 1942 has decided not to be a part of the new company. He will announce his advertising plans in the near future.

Accounts: Barium Steel Corp. to James Thomas Chirurg Co., effective January 2 . . . The Home Appliance Division of The Murray Corporation of America, Scranton, Pa., to Newell-Emmett Co. for advertising, merchandising and public relations counsel . . . *Redbook* Magazine to Ellington & Co., Inc. . . . J. A. Maurer, Inc., Long Island City, N. Y., manufacturers of 16 mm. professional cameras and other camera accessories, to J. M. Hickerson, Inc.



REPORTING the enthusiastic reception advertisers and agencies are giving the recently published Audience Study of 11 Magazines in Canada at meeting of Media Men's Association of New York: (left to right) A. W. Lehman, managing director, Advertising Research Foundation; Joseph Burland, Lambert & Feasely, Inc., and a director of the association; chairman N. Roy Perry, Magazine Research Group of Canada, also business manager of *Maclean's Magazine* and *Chatelaine*; Newman McEvoy, Newell-Emmett Co.; A. C. DePierro, Geyer, Newell & Ganger.

Why do thousands of successful companies
distribute diaries year after year?
For any one or all of three basic reasons:

1. to get daily attention for their products by incorporating pages of product illustrations and information in the diary.
2. to attract repeated and effective attention to their names by including pages of technical data useful to the customer, making the diary virtually a handbook and manual for their industry.
3. to satisfy their need for a fine, low-cost useful gift at Christmas time.

•

We'll gladly give you the names of many well known companies we are now serving for whom we have made diaries that are real honest-to-goodness sales aids.

•

This ad is presented to you now because **NOW** is the time to get the ball rolling for your 1951 diaries. We'd like to work with you to develop a diary that will really be a help to your sales department. Drop us a line and we'll be johnny-on-the-spot to show you what we can do for you, too.

•

ADVERTISING CORPORATION OF AMERICA
TWO PARK AVENUE • NEW YORK 16, N. Y.

**Are you getting
all you want of the
\$250,000,000
(ANNUAL BUYING)
GOLF MARKET?**

Get full facts from
GOLFDOM
JOURNAL OF THE WHOLE BUSINESS

GOLFin
NATIONAL PLAYERS'
MAGAZINE
Chicago 5

NEW YORK • ALBRO C. GAYLOR
WEST COAST • ROY M. McDONALD CO.

FOR DETAILED
REFERENCE DATA
SEE
INDUSTRIAL MARKETING
MARKET DATA
BOOK NUMBER

SALES MANAGER—BUT GOOD

Our product is tops. Our sales management is at the bottom. The opportunity we offer is limited in responsibility and earning only by your ability to organize and administer a specialty sales force. It's a tough job.

The man we are looking for is under forty, probably a regional manager whose chance of advancement is limited because his boss is young, healthy and capable.

We'll be glad to tell you what we have to offer if you'll tell us your qualifications. Drifters and floaters please do not apply. This is a permanent position.

Box 2640, Sales Management

WANTED SALES MANAGER

Top flight man desired for division of large well established West Coast firm in food industry. Annual volume this division about 15 million. Market consists primarily of groceries, hotels, super markets. He will be responsible for all sales activities including planning, sales promotion, training of sales force. Must have 15 years in sales with five years in top sales management. He should be between 35 and 50. Salary open. Write full details to include work history with names of companies, salaries received, names of supervisors, plus other personal data. Replies will be held in confidence. Write Box 2653, Sales Management, 386 4th Ave., N.Y.C.

IdeaDEX Industrial ad and sales managers: secure and turn more inquiries into bigger sales! Fresh, proven sales promotion plans show you how! Complete, ready to use. Exclusively industrial. Fact-packed Resumé on request!
**IDEA-DEX, 5252 E. B'dway.,
Chicago, Ill.**

New Books for Marketing Men

Books reviewed or mentioned in this column are not available from SALES MANAGEMENT. Please order from your book store or direct from the publisher.

How to Use Premiums in Your Business to Increase Your Sales and Profits. Published by Premium Advertising Association of America, Inc., New York City. Price, \$1.00.

Premiums are being used by American manufacturers to a larger extent than ever. This little book provides answers to 21 questions today's business men are asking about premiums, manages to encompass the complete premium story into its 59 pages.

People, Jobs, and Income on the Pacific Coast—1949-1960. Published by Pacific Coast Board of Intergovernmental Relations (PACBIR). 121 Federal Office Building, San Francisco, 2. Price, \$1.00.

This is the first of a new series of economic reports on the expanding Pacific Coast region. It is, as the title indicates, a projected study, using studies of the population growth of the region (Washington's are covered for a century, through 1960), estimates of population of Oregon, 1948-1960, and projected population statistics for California in 1960. Two other sections provide detailed information on employment and income.

599 Cost-Cutting Ideas for Retailers. By E. B. Weiss. Published by Fairchild Publications, Inc., New York, 3, N. Y. Price, \$1.00.

Retail sales, while holding up fairly well, have recently shown some decline. Profits have been affected, costs must be pared. Mr. Weiss, director of merchandising for Grey Advertising Agency, Inc., has come to the fore with this booklet, offering expense-saving suggestions from 154 representative department and specialty stores throughout the U. S.

Office Personnel Policies and Salary Administration. Published by The Dartnell Corp. Price, \$7.50.

If you'd like to know how your company policies, in regards to personnel policies and salaries, shape up with those of other companies in the same or different sections of the country, this study—replete with charts—will provide comparative information. The study, which makes use of company names and details on individual company policies on everything from hiring, to vacations, to raises in pay, shows that white-collar workers in the past three years have made "a substantial advance in financial position." It is not uncommon, as the study proves, for skilled clerical workers to make from \$85 to \$115 a week, and the enactment of the Fair Labor Standards Act may well make further wage increases necessary. One section is given over to the subject of vacations for office personnel and describes how several large corporations have reduced absenteeism through extra days, tacked on to the standard two-weeks-with-pay for perfect attendance records. Many companies reward perfect attendance during any month with a fraction of a day additional vacation period.

Canadian Consumer Survey. Compiled and published by Canadian Daily Newspapers Association, Toronto, 1. Price, \$5.00.

Here's a workmanlike study of the important Canadian market. The survey covers buying habits and brand preferences of urban householders in 61 Canadian cities, for some 240 products. Actually, it represents tastes and preferences of approximately 1,250,000 households. Interesting deviation from the consumer study norm: This survey shows the type of stores in which groceries, drug products and toiletries are bought and devotes a page on the day of the week on which most groceries are purchased. Almost 40% of questionnaires distributed were completed and returned.



"I met a hell of a nice salesman when I was in New York..."

INDEX TO ADVERTISERS

Admatic Projector Co.	75	House Beautiful	12-13
Advertising Checking Bureau	9	Kansas Farmer	81
Advertising Corp. of America	117	K F R C (San Francisco)	71
Aero Digest	33	Kimberly-Clark Corp.	113
Aero Mayflower Transit Co.	22	K H J (Los Angeles)	71
Air Express Div. R. R. Exp.	89	Don Lee Broadcasting System	71
Akron Beacon Journal	103	Living for Young Homemakers	21
American Broadcasting Co. (Pacific)	105	Maryland Glass Corp.	3rd Cover
American Legion Magazine	79	McClatchey Newspapers	31
American Lumberman	80	Miami Herald	92
American Telephone & Telegraph Co.	47	Midwest Farm Papers	5
Architectural Record	86-87	Milwaukee Journal	3
Artkraft Sign Co.	95	Missouri Ruralist	55
Automotive Digest	62	Movie-Mite Corp.	102
Bayonne Times	98	New Orleans Times Picayune	93
Better Farming Methods	94	New York News	19
Better Homes & Gardens	107	Oil Paint & Drug Reporter	20
Bloomington Pantagraph	75	Oxford Paper Co.	101
Buffalo Courier-Express	62	Pittsburgh Post-Gazette	18
Building Supply News	32	Pittsburgh Press	91
Capital Airlines	10	Practical Builder	32
Capper Harmon Slocum, Inc.	82-83	Puck, The Comic Weekly	68-69
Champion Paper & Fibre Co.	66	Railway Express Agency	54
Chemical Engineering	34	Reid H. Ray Film Industries	80
Chicago Sun-Times	64b	Redbook Magazine	52-53
Chicago Tribune	4th Cover	Reply-O-Products, Inc.	98
Cleveland Press	61	River Raisin Paper Co.	94
Consolidated Lithographing Co.	115	San Francisco Chronicle	88a
Deseret News	74	Sioux City Journal & Journal Tribune	4
Detroit Free Press	1	South Bend Tribune	78
Detroit News	51	Spokane Spokesman-Review & Daily Chronicle	24-25
Dobeckmun Co.	64	Standard Rate & Data Service	59
F. W. Dodge Corp.	16-17-30-86-87	Standard Outdoor Advertising, Inc.	64a
Econometric Institute, Inc.	63	Stecher Traung Lithograph Corp.	88 b-c
Elks Magazine	20	Strathmore Paper Co.	109
William J. Ganz Co.	28	Successful Farming	26-27
General Outdoor Advertising Co., Inc.	58	Sweet's Catalog Service	16-17
Golfing	118	Troy Record Newspapers	73
Greensboro News-Record	100	U. S. News & World Report	29
Grit Publishing Co.	88d	University of Oklahoma Press	85
Jam Handy Organization	2nd Cover	United Board & Carton Corp.	23
Hearst Advertising Service	6-7	Wall Street Journal	74
Holland's Magazine	77	W B N S (Columbus)	99
Home Owners Catalogs	30	W H D H (Boston)	57
Schuyler Hopper Co.	49	W H O (Des Moines)	14
Hotel del Coronado	109	Worcester Telegram-Gazette	108
Hotel Lennox & Mayfair	98	W S J S (Winston-Salem)	111
Hotel New Yorker	28	Young & Rubicam, Inc.	11

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COMMENT

WILL HIGHER RATES HELP THE RAILROADS?

Chairman Edwin C. Johnson of the Senate Commerce Committee said, in a recent statement to the United Press, that "the 12½% hike in passenger fares granted to the eastern railroads is a horrible mistake. Every time they raise rates, down go revenues."

There has been little visible evidence of any appreciation, on the part of the railroads, that their pricing problem is exactly like that of a commodity manufacturer. If, when sales volume drops, commodity manufacturers naively assumed that their income could be increased by the simple device of increasing prices, they'd soon see a sheriff's sign tacked on the door. Almost any manufacturer who has been in business more than 20 minutes knows that each rise in price eliminates some marginal section of the market. Conversely, each drop in price opens up a new group of potential consumers. It's just basic economic law.

A manufacturer faced with declining volume must do one or both of two things if he is to survive: He must reduce prices, or increase his selling efficiency, or both. But in the railroad industry there seems to be little appreciation of the relation of price to volume, and no substantial awareness on the part of top management about the necessity for improving selling techniques.

We believe the railroads need higher rates like they need a hole in the head. And we believe, furthermore, that they need to hire some successful ex-commodity-sales managers to improve the merchandising of their service to the public. There are tremendous sales and promotional possibilities in passenger business in this era when almost everyone has an itching foot. The trouble is these values haven't been sold to a public whose head is full of automobiles and aviation.

WHEN A TERRITORY IS IN THE RED

In a recent panel discussion on cutting distribution costs, E. E. Helm, sales vice-president of Reliance Electric & Engineering Co., suggested two possible approaches to the problem of the territory that isn't earning its keep.

The first possible approach, he said, is to ask, "What can we eliminate to bring costs in line?" Such an approach, in his opinion, is essentially weak and cannot be expected to produce good results. He called it "the negative approach."

The second, or "positive" approach, is to tackle the problem from the angle of "What can we do to get better results? How can we increase our volume sufficiently to bring sales costs in line?"

We found his words thought-provoking. If the territory potential is there, then surely it is the better part of wisdom to locate and correct the reasons for poor sales performance. The explanation may lie in unqualified manpower, in failure to allot enough time to key accounts, in lack of specific marketing information, or in failure to do a strong job of merchandising at the dealer level, to men-

tion but four possible causes. If such is the case, then only suitable specific corrective action can make the sick territory well.

The negative approach only tends to freeze sales volume at the existing level, or create conditions under which it will steadily decline.

In this issue of SM will be found an excellent article outlining the plan used by Bigelow-Sanford in territory trouble-shooting. It should provide a wealth of constructive ideas to any company that has too many marginal or red-ink territories showing up on the balance sheets. See page 44.

HOW WOULD EMPLOYEES RATE YOUR FIRM?

We'd like to bring to your attention a helpful booklet. It's "What You Think About Your Company," just issued by Pitney-Bowes, Inc., the postage meter makers, to its 2,500 employees.

In it you can see how factory employees and how field workers (largely sales-service personnel) think alike about their company and on what topics they hold sharply contrasting views. You'll get some good ideas on how to take a temperature reading on employees' feelings.

On company time, Pitney-Bowes asked its employees questions about pay, profits, opportunity, security, working conditions, management, information and job satisfaction. Answers to each question are followed by a concise paragraph of management comment. The poll drew an 88% response.

What an employee thinks of his company, what his family thinks of it, and even what his neighbors think of his employer all are a part of a thing called "job satisfaction." When P-B put this question to its employees it learned:

"To what extent are you made to feel that you are really a part of the organization?"

	All Pitney-Bowes Employees	P-B Employees in Stamford	P-B Employees in 93 Field Offices
Never	1%	2%	1%
Rarely	5	8	3
Half the Time	10	16	6
Usually	38	39	37
Always	44	33	54

It appears that employees in the field find greater job satisfaction than home office plant employees. Is this because field office employees consider themselves more on their own and in positions where more is expected of them as individuals? Or is there simply better communication between the home office and the field than between the home office and home office employees?

The study was undertaken to help the P-B management find any soft spots in its dealing with its employees. If you're looking for ideas for a similar employee opinion poll in your own organization, you'll want to study the P-B approach.



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